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15

# DOCUMENTATION IN PUBLIC ADMINISTRATION

Vol. VI

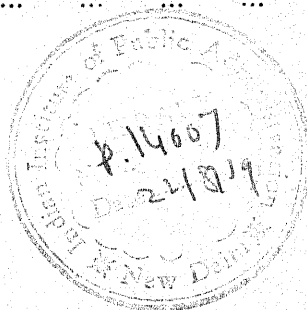
January-March 1978

No. 1

## CONTENTS

INDEXING  
& ABSTRACTING

	PAGE
Documentation in Public Administration ... ..	1
Digest of Public Documents ... ..	73
Author Index ... ..	79







# DOCUMENTATION IN PUBLIC ADMINISTRATION

---

Vol. VI

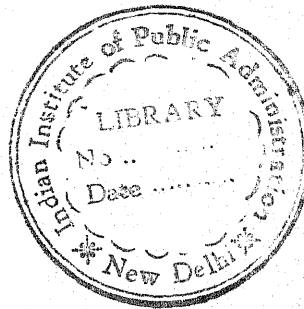
April-June 1978

No. 2

---

## CONTENTS

	PAGE
Documentation in Public Administration ... ..	91
Author Index ... ..	157





# DOCUMENTATION IN PUBLIC ADMINISTRATION

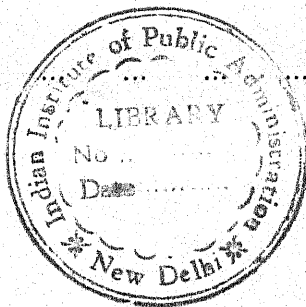
Vol. VI

July-September 1978

No. 3

## CONTENTS

	PAGE
Documentation in Public Administration ... ..	167
Digest of Public Documents ... ..	229
Author Index ... ..	237



The periodicals received in the IIPA Library during the quarter have been covered.



# DOCUMENTATION IN PUBLIC ADMINISTRATION

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Vol. VI

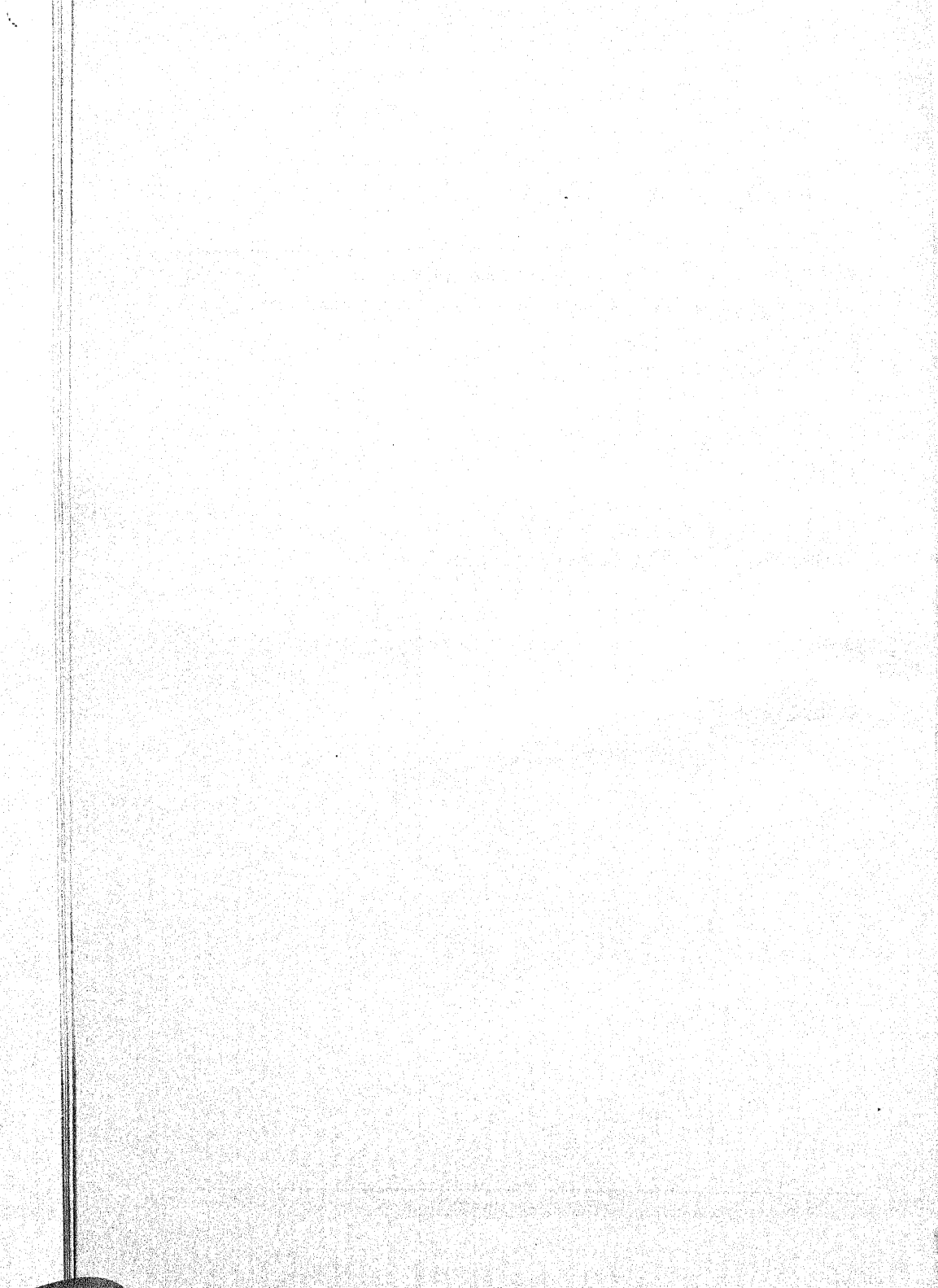
October-December 1978

No. 4

---

## CONTENTS

	PAGE
Documentation in Public Administration ... ..	247
Author Index ... ..	313



# DOCUMENTATION IN PUBLIC ADMINISTRATION

## ABSENTEEISM

NICHOLSON, NIGEL. Absence behaviour and attendance motivation : a conceptual synthesis. *Journal of Management Studies*, 14 (3) Oct. 77, p.231-52.

## ACCOUNTANTS

BIRNBERG, JACOB G. and NATWAR M. GANDHI. The accountants are coming ! how accountants can help policy makers in social program evaluation. *Policy Sciences*, 8 (4) Dec. 77, p.469-81.

FOX, JAMES G. Education for governmental accountants. *Government Accountants Journal*, 26(3) Fall 77, p.44-52.

## ACCOUNTING

PRIESTLEY, MARGARET and NEIL BAX. Government accounting in Ghana : a survey of problems and possibilities. *Greenhill Journal of Administration*, 2(2) July-Sept. 75, p.1-9A.

RICKOVER, H.G. (U.S. Atomic Energy Commission). The accounting establishment : comments on the Metcalf report. *Government Accountants Journal*, 26(3) Fall 77, p.1-10.

Public accountants who are expected to act as safeguards against unreliable financial reporting have failed to live up to their responsibilities to the public. The

author is one of the most visible critics of the accounting profession. This article is an adaptation of his statement before Subcommittee on Reports, Accounting and Management of the Senate Committee on Governmental Affairs. It is suggested that the government must play an active role in establishing accounting and auditing standards for financial reporting. In this direction a number of steps are recommended.

## ADMINISTRATIVE CONTROL

WHITLEY, RICHARD. Organisational control and the problem of order. *Social Science Information*, 16(2) 77, p.169-89.

## ADMINISTRATIVE DECENTRALISATION

CHAUDHARY, A.S. and LALMANI PRASAD. Delegation of authority. *Integrated Management*, 13(2) Feb. 78, p.21-6.

SAEED-UL-HASSAN. Decentralised institutional arrangements for plan implementation. *Local Government*, 9(2) Feb. 78, p.5-9.

## ADMINISTRATIVE REORGANIZATION

DHIRENDRA KRISHNA. (Univ. of Delhi). Administrative reforms in



developing countries—a strategic approach. *Management in Government*, 9(3) Oct.-Dec. 77, p.273-81.

The author has briefly discussed the strategy for administrative reform in developing countries from three viewpoints—the value system prevailing in the society; changes in attitudes and beliefs; and application of modern tools of management.

MWAPACHU, JUMA VOLTER. O.D. and administrative change: the Tanzanian experience. *Indian Management*, 17(2) Feb. 78, p.2-4.

ROESSENER, J. DAVID. Incentives to innovate in public and private organizations. *Administration & Society*, 9(3) Nov. 77, p.341-65.

SAXENA, A.P. Administrative improvement at organisation level; a system design. *Economic and Political Weekly*, 13 (8) 25 Feb.78, p.M 16-18.

SUGARMAN, JULE M. Thinking ahead in reorganization. *Civil Service Journal*, 18 (2) Oct.-Dec. 77, p.12-15.

#### ADVISORY COUNCILS

NANCOO, STEPHEN. The National Advisory Council of Trinidad and Tobago. *Journal of Administration Overseas*, 16(4) Oct. 77, p.265-9.

#### AGRICULTURAL CREDIT

BHORALI, DAVADAS. ST & MT credit by cooperative banks in Assam—a challenge not adequately met. *Cooperative Perspective*, 12 (2) July-Sept. 77, p.43-9.

JAIN, H.C. and R.K. BISEN. A study of utilisation and cost of term farm credit. *Khadi Gramodyog*, 24(4) Jan. 78, p.236-9.

MISRA, J.P., R.I. SINGH and G.N. SINGH. Credit policy in the context of modern farm technology. *Indian Finance*, 101 (7) 18 Feb. 78, p.135-7.

PATIL, R.K. Bank credit for marginal farmers. *Economic Times*, 3 Jan. 78, p.5; 4 Jan. 78, p.5.

#### AGRICULTURAL DEVELOPMENT

BROADWAY, A.C. (Allahabad Agricultural Institute). Appropriate infrastructure for rural development in India—a case study. *Indian Journal of Economics*, 58 (1) July 77, p.39-55.

Agricultural development has an important role in India, as more than 50 per cent of the national income comes from agriculture and 75 per cent of the population is dependent on it. Agricultural productivity is increased directly with the help of inputs like fertilisers, irrigation, etc., and indirectly through educational facilities, health services, farm information services, marketing, etc. The purpose of this article is to study the growth of this infrastructure over the period from First Plan to 1974-75. Statistical data are presented in twelve tables covering different aspects and it is suggested that the block should be a compact unit of development activity for the supply of input and services.

DAVIES, MORTON R. Choices in agricultural development programmes. *International Review of Administrative Sciences*, 43 (3) 77, p.197-204.

GILL, SUCHA SINGH. Agrarian transformation in a Punjab village. *Mainstream*, 16(27) 4 Mar. 78, p.12-17.

HEIMPEL, CHRISTIAN. Project ideas, planning and implementation: some suggestions for a new approach to the planning of agricultural development projects. *Economics*, 16, 77, p.105-22.

JOSHI, P.C. Perspectives of agrarian reconstruction : India in Asian context. *Mainstream*, 16(21 & 22) Republic Day 78, p.19-31.

RAO, B. PRASAD, P. JAGANNADHA ACHARLU and P.V. KRISHNA. Agricultural growth in Andhra Pradesh 1955-56 to 1969-70. *Asian Economic Review*, 18(1) Apr. 76, p.36-49.

VYAS, V.S. The main springs of agricultural growth in India. *Social Action*, 28(1) Jan.-Mar. 78, p.1-17.

#### AGRICULTURAL MARKETING

GOEL, BRIJ BHUSHAN. Cooperative marketing in India—a critical review. *Cooperative Perspective*, 12(2) July-Sept. 77, p.51-6.

JASDANWALLA, ZAIBUN Y. Efficient agricultural marketing. *Economic and Political Weekly*, 12(53) 31 Dec. 77, p.A-133-40.

UPPAL, J.S. Role of regulated markets. *Kurukshetra*, 26(7) 1 Jan. 78, p.17-18.

#### AGRICULTURE

BARNALA, SURJIT SINGH. New outlook and priorities. *Yojana*, 22(5) 16 Mar. 78, p.20-2.

BISWAS, ARABINDA and NRIPEN BANDYOPADHYAYA. Problems of labour and enterprise in West Bengal agriculture—a regional study. *Social Scientist*, 6(6-7) Jan.-Feb. 78, p.25-49.

HELMAN, AMIR and MICHAEL SONIS. The position of agriculture in Kibbutz economy—an attempt at quantitative projection. *Socio-Economic Planning Sciences*, 11(6) 77, p.119-21.

KARAM SINGH. Factor substitution in the Punjab agriculture. *Indian Journal of Economics*, 57(224) July 76, p.93-105.

#### AGRICULTURE AND TECHNOLOGY

DESHPANDE, S.H. Transforming traditional agriculture : a delayed critique of Theodore Schultz. *Economic and Political Weekly*, 12(53) 31 Dec. 77, p.A-127-32.

GARG, J.S. and G.N. SINGH. Modern farm technology and economic changes in U.P. *Economic Times*, 6 Jan. 78, p.5; 7 Jan. 78, p.5.

#### AIRLINES

BERY, A.L. Coordinating the two national airlines. *Indian Express*, 20 Feb. 78, p.6.

#### ALIENATION (SOCIAL PSYCHOLOGY)

SARANA, GOPALA. Alienation, identity and the cultural pattern. *Political Science Review*, 16(3-4) July-Sept. 77, p.1-11.

#### ALIENS

MURPHY, MICHAEL E. Personnel administration and the President's plan on illegal aliens. *Personnel Journal*, 56(10) Nov. 77, p.550-3.

#### AUDITING

REYNOLDS, ALLAN. Expanded scope audits in the Department of the Interior. *Government Accountants Journal*, 26(3) Fall 77, p.14-17.

#### BANKS

DAS, CHANDRAMOHAN. Banking habits and preferences—an opinion survey. *Indian Manager*, (658) Oct.-Dec. 77, p.429-50.

NIMKAR, BALKRISHNA. Rural branch expansion of banks : problem of viability. *Lok Udyog*, 11(8) Nov. 77, p.35-8.

## BIRTH CONTROL

AZAD, AMAR SINGH and PYARA LAL GARG. Family planning and poverty. *Mainstream*, 16(19) 7 Jan. 78, p.25-9.

BALJIT SINGH. Family planning : critique of a view point. *Mainstream*, 16(25) 18 Feb. 78, p.11-14; 16(26) 25 Feb. 78, p.24-8.

MURTHI, M.N. Management information and evaluation system : rural family planning programmes. *Population Review*, 20(1 & 2) Jan.-Dec. 76, p.60-4.

WADIA, AVABIA B. Family planning : a crucial programme. *Journal of Family Welfare*, 34 (2) Dec. 77, p.58-65.

YADAV, S.S. and J.M. SHAH. Factors associated with high and low family planning acceptance in Karnataka state. *Journal of Family Welfare*, 34(2) Dec. 77, p.3-19.

## BOUNDARIES, STATE

MANZOOR ALAM. Abolish states, make districts the basic administrative unit. *Hindu*, 15 Mar. 78, p.7.

Reorganisation of states on linguistic basis has encouraged linguistic jingoism and prevented the emergence of a national ethos. We are subjected to a dualistic system of administration with central sector and state sectors. The country needs a new political system which will allow democracy to percolate down to the grassroot level. This is feasible if the federal structure is replaced by a unitary system, states are abolished and the district is made the basic political planning and administrative unit. This will remove the anomalies in the present set-up.

TAMASKAR, B.G. The concept of boundaries in India through ages. *Indian Political Science Review*, 7(1) Jan. 78, p. 59-72.

## BRAIN DRAIN

SALESH, SANEYA. Motives for the emigration of Egyptian scientists. *Social Problems*, 25 (1) Oct. 77, p.40-51.

## BUDGET

ASHER, MUKUL G. Accuracy of budgetary forecasts of Central Government, 1967-68 to 1975-76. *Economic and Political Weekly*, 13 (8) 25 Feb. 78, p.423-32.

This paper attempts to examine the errors in the Budget Estimates and the Revised Estimates of revenues and expenditures of the Government of India during the period 1967-68 to 1975-76. The analysis of the data indicates that while both the revenues and the expenditures have been almost consistently underestimated, the extent of error for expenditures has been much greater. This implies that the actual impact of the budget has generally been more expansionary than the planned impact. While the above indicates a need to increase the technical sophistication of the forecasting process, it has wider implications not only for stabilisation policy but also for the credibility of the political process and for the strategy of planned development itself.—*Reproduced*.

BHATTACHARYYA, N. Another missed opportunity. *Mainstream*, 16 (28) 11 Mar. 78, p.9-10.

BUDGET supplement. *Capital*, 180 (4504) 9 Mar. 78, p.343-72.

*Contents* : Budget and prices : illusion and reality, (editorial); Will the central budget stimulate private investment ? by Bhabatosh Datta; Central budget : the impact on the economy, by Nabagopal Das; A drab and colourless central budget, by Sukumar Bhattacharya; Central budget : groping for new taxes, by Dhires Bhattacharya; Will the budget help accelerate economic growth ? by Kailash Khanna; Central budget: the great leap sideways, by Pesi M. Narielvala; Central budget:

lower lending rates will erode banks' profit margins; Central budget: automobile industry will be hit hard, by Tapan Piplai; Central budget: industry's reactions; Budget 1978-79.

GULATI, I.S. The union budget. *Economic and Political Weekly*, 13(10) 11 Mar. 78, p.493-6.

HALE, GEORGE E. and SCOTT R. DOUGLASS. The politics of budget execution : financial manipulation in state and local government. *Administration & Society*, 9(3) Nov. 77, p.367-78.

JHA, PREM SHANKAR. A budget for growth, need for structural changes. *Times of India*, 16 Jan. 78, p.8.

MEHTA, BALRAJ. Budget and development. *Mainstream*, 16(28) 11 Mar. 78, p.7-8, 30.

METHA, F.A. Budget and investment climate. *Economic Times*, 27 Mar. 78, p.5.

MURTHY, GURUPRASAD. Union budget. *Economic Times*, 28 Mar. 78, p.5; 29 Mar. 78, p.5; 30 Mar. 78, p.5.

PAI PANANDIKAR, D.H. Is budget deficit excessive ? *Economic Times*, 14 Mar. 78, p.5.

PATEL, H.M. Budgeting for employment generation. *Indian & Foreign Review*, 15 (11) 15 Mar. 78, p.19-20.

PATRA, SARAL. Union budget 1978-79; accountancy minus politics, *Mainstream*, 16(28) 11 Mar. 78, p.6, 32.

RANGACHARI, K. Union budget. *Statesman*, 10 Mar. 78, p.6; 11 Mar. 78, p.6.

RAO, K.R.M. Budget : waste of another year. *Democratic World*, 7(11) 12 Mar. 78, p.5-6.

THAKUR, SHRINIVAS. Some agonising aspects of budget. *Economic Times*, 15 Mar. 78, p.5; 16 Mar. 78, p.5.

THAVARAJ, M.J.K. Union budget 1978-79: robbing Peter to pay Paul. *Mainstream*, 16(29) 18 Mar. 78, p.5-8.

## BUDGET—PROCEDURE

ANDERSON, DONALD N. Murphy's law vs. Zero-base budgeting. *Management Review*, 66 (10) Oct. 77, p.53-4.

GOLDMAN, HENRY H. ZBB without paperwork: an informal approach to budget planning. *Management Review*, 66 (10) Oct. 77, p.51-3.

JHA, PREM SHANKAR. The budget-making process; unnecessary emphasis on secrecy. *Times of India*, 6 Feb. 78, p.8.

MUKHOPADHYAY, ASIM. Zero-base budgeting. *Chartered Accountant*, 26(8) Feb. 78, p.393-7.

SUDAMA, TREVOR. PPBS and theories of decision making, bureaucracy and politics. *Political Science*, 29(1) July 77, p.39-56.

VADHERA, V.K. Budgeting—a tool for management. *Administrative Management*, Oct.-Dec. 77, p.11-15.

## BUREAUCRACY

MEYER, MARSHALL W. and M. CRAIG BROWN. The process of bureaucratization. *American Journal of Sociology*, 83 (2) Sept. 77, p.364-85.

MURPHY, EARL FINBAR. Environmental bureaucracies appraised. *Ekistics*, 44 (262) Sept. 77, p.157-64.

OKAI, K. ASANTE. Inertia in administration : a diagnosis of some causes, benefits and costs, and solutions. *Greenhill*

Journal of Administration, 2(4) Jan.-Mar. 76, p 100-8.

ROSENBLOOM, DAVID H. and DOUGLAS KINNARD. Bureaucratic representation and bureaucrats' behavior : an exploratory analysis. *Midwest Review of Public Administration*, 11(1) Mar. 77, p.35-42.

VAJPEYI, DHIRENDRA K. (Univ. of North Iowa, United States) Public opinion of bureaucratic performance in Uttar Pradesh and its impact on social change and modernisation, 1966-1976. *Indian Journal of Public Administration*, 23(4) Oct.-Dec. 77, p.940-69.

Shri Dharendra K. Vajpeyi puts to tests the managerial role of bureaucracy by a statistical enquiry of public reaction to bureaucratic work in U. P. in the decade 1966-76, noting the changes. The interview sample size was 456 citizens in the state. The first phase was in 1966 and the second and the third phases in 1972 and 1976, respectively. The same questions were repeated to the respondents about their reaction to governmental actions and bureaucratic performance and were asked to evaluate the performance of the officers at different levels. The results of the enquiry, as given by Shri Vajpeyi, are interesting. Although within this ten year period, the State Government had formulated several programmes for the social and economic improvement of the people in the State and was implementing quite a many of them with seeming success, the data collected by Shri Vajpeyi go to show that people in general still unfortunately thought that government officials were doing rather a poor job. No doubt, there were differences in the shades of opinion between the rural and the urban and between the earlier period and the latter. But the total impression of the bureaucracy in the State continued to be that of inadequacy.

Obviously, one has immediately to think of the implications of this poor image of

the government for the political system as a whole. As the findings of Shri Vajpeyi's survey show a persistent cynicism towards government machinery and Personnel, it certainly indicates an unwelcome trend which might generate unhealthy pressures in the long run for the country's democratic aspirations and its quest for legitimacy of its popularly elected governments. Analysis and findings of this kind are a matter of serious concern and ways and means will have to be devised to accelerate the pace and functional competence of administration so that citizen participation and satisfaction can be ensured. This is a vital item on our national agenda.—*Reproduced from Editorial.*

## CASTE

MARGLIN, FREDERIQUE APFFEL. Power, purity and pollution : aspects of the caste system reconsidered. *Contributions to Indian Sociology*, 11(2) July-Dec. 77, p.245-70.

## CENSUS

D'SOUZA, STAN. Large scale computerisation of the 1981 census : implications of the 1974 census of Bangladesh. *Social Action*, 28(1) Jan.-Mar. 78, p.18-36.

## CHINA—ECONOMIC POLICY

BHATIA, B.M. China's economy : new blueprint for growth. *Statesman*, 23 Feb. 78, p.6.

## CHINA—POLITICS

MAO'S legacy : a symposium. *Asian Survey*, 17(11) Nov. 77, p.1001-60.

*Contents* : Mao's legacy : introduction, by Peter P. Cheng; Chinese populism and the legacy of Mao Tse-tung, by James R. Townsend; The Maoist legacy and Chinese socialism, by Maurice Meisner; China after Mao, by Allen S. Whiting; China and the third world, by George T. Yu;

The policies of the post-Mao era : an examination of the 11th Party Congress, by Robert A. Scalapino.

### CITIZEN PARTICIPATION

BJUR, WESLEY E. and GILBERT B. SIEGEL. Voluntary citizen participation in local government : quality, cost and commitment. *Midwest Review of Public Administration*, 11 (2) June 77, p.135-49.

CUPPS, D. STEPHEN. Emerging problems of citizen participation. *Public Administration Review*, 37(5) Sept.-Oct. 77, p.478-87.

### CITY PLANNING

DRAPER, JAMES A. and T.K.N. UNNITHAN. Involving citizens in town planning. *Urban and Rural Planning Thought*, 18(4) Oct. 75, p.188-93.

JOHNSTON, MICHAEL. Public policies, private choices: new-town planning and life styles in three nations. *Urban Affairs Quarterly*, 13(1) Sept. 77, p.3-32.

MADRAS on the move. *Civic Affairs*, 25(5) Dec. 77, p.13-196. (Special issue).

Madras is an overgrown metropolitan city and along with rapid expansion have come the inevitable evils that plague all large metropolises. The task before the urban planners is to ensure that the metropolis is not overtaken by these evils. Madras Metropolitan Development Authority established five years ago, seems to be alive to the dangers of haphazard urban growth and is determined to provide a direction to development activities. The Corporation of Madras and other executive agencies such as Tamil Nadu Housing Board, Tamil Nadu Water Supply and Drainage Board, Tamil Nadu Slum Clearance Board, etc., are also playing an equally valuable role. This issue is an attempt to highlight the work done by

various agencies. More than forty articles contributed for this issue are grouped in four sections—Urban growth and MMDA's role, Urban problems and their solution, Corporation's role in development, and Role of heavy industry.

MUNDIGO, AZEL I. and DORA P. CROUCH. The city planning ordinances of the laws of the Indies revisited. *Town Planning Review*, 48(3) July 77, p.247-68; 48 (4) Oct. 77, p.397-418.

MUNSHI, SUNIL. Calcutta : classes and class politics in metropolitan development. *Social Scientist*, 6(6-7) Jan.-Feb. 78, p.14-24.

OLAYEMI, A.O. Problems of the planning administration, Ife, Nigeria. *Ekistics*, 44 (262) Sept. 77, p.140-4.

SHAFI, SAYED S. Spatial planning in India. *Mainstream*, 16 (25) 18 Feb. 78, p.28-32.

This paper was prepared for Conference "2001: Urban space for life & work" sponsored by UNESCO, Paris, November 1977.

STOTT, MARTIN. Some current policies in Chinese city planning. *Town & Country Planning*, 45 (12) Dec. 77, p.526-8.

SURIYAKUMARAN, C. Pedestropolis: future city. *Eastern Economist*, 70(2) 13 Jan. 78, p.76-82.

VAGALE, L.R. Metropolitan cities of Africa: the challenge and the opportunity for planning and development. *Urban and Rural Planning Thought*, 18(4) Oct. 75, p.169-87.

### CIVIL LIBERTIES

KRIPALANI, J.B. Fundamental rights. *Bhavan's Journal*, 24 (13) 29 Jan. 78, p.27-30; 24 (14) 12 Feb. 78, p.45-52; 24(15) 26 Feb. 78, p.18-22; 24(16) 12 Mar. 78, p.25-9.

This is the 13th Rajaji Birthday Lecture delivered on 7th January 1978, at the Gokhale Institute of Public Affairs, Bangalore.

NARIMAN, F.S. The right to travel abroad. *Hindustan Times*, 8 Feb. 78, p.7.

NOORANI, A.G. International concern for human rights. *Indian Express*, 15 Jan. 78, p.6.

NOORANI, A.G. The right to travel. *Indian Express*, 22 Feb. 78, p.6.

RAIS, ASUTOSH. How safe are civil rights. *Democratic World*, 7 (11) 12 Mar. 78, p.6-8.

SAHAY, S. The right to travel abroad. *Statesman*, 2 Feb. 78, p.6.

#### CIVIL SERVICE

BHATIA, S.C. Making odds even in civil services. *Hindustan Times*, 5 Mar. 78, p.1.

Over the last thirty years after independence, no substantial change has occurred in the participation capabilities of rural and weaker sections in the civil services. Candidates from underprivileged classes suffer from various biases inherent in the process of selection and recruitment. Unfortunately the Kothari Committee has not dealt with this problem adequately. Introduction of Indian languages as media for examination is not enough to overcome the odds against the underprivileged sections. A few suggestions are given to increase the entry rate of rural and weaker sections in the Central Civil Services.

NTI, J. (Ghana Institute of Management and Public Administration). Entrepreneurship in the civil service. *Greenhill Journal of Administration*, 2(2) July-Sept. 75, p.10-16.

It is said that rules in administration stifle initiative and considerably reduce the freedom of officials in taking decisions. But the rules are essential to achieve uniformity, co-ordination and accountability in a large organisation. They should deal with generalities and allow room for use of discretion. They should be kept up to date with change in circumstances. In developing countries rapid development depends upon qualitative performance of the administrative system. But no attempt has been made in these countries after independence to amend the rules which were appropriate during colonial days. If the rules cause an obstacle in achieving organisational goals, they should be discarded or revised.

OWUSU-ANSAH, K.A. The Ghana civil service in retrospect (1946-75) *Greenhill Journal of Administration*, 2(4) Jan.-Mar. 76, p.32-47.

POTTER, DAVID C. (Open University, U.K.) The shaping of young recruits in the Indian Civil Service. *Indian Journal of Public Administration*, 23 (4) Oct.-Dec. 77, p.875-89.

It is a matter of some importance, and, certainly, of considerable interest, to know as to what (among the several factors that helped to mould the young ICS recruits) came to be considered as the most important by the officers themselves, while reviewing their official careers. Shri David C. Potter narrates the impressions, drawing extensively from the published writings of several servicemen, who came into prominence as officers and handled several responsibilities efficiently. He comes to some fresh conclusions, relevant for the training of fresh entrants to the administrative services. It is true that the social background and the elitist upbringing did help the aspirants in their entry into the services. It is also true that these factors were for long acknowledged to be the most influential that moulded the ICS. But Shri Potter adduces considerable evidence in his

article toning down their importance and showing up the period of initial training of the new recruit as the most crucial in the ICS. Several servicemen have acknowledged their success to the district collectors under whom they came to work as probationers at the threshold of their career. Here, their success is understandable as it obviously indicates the handing down of a tradition from one good officer to another. But contrariwise, there are others, mentioned by Shri Pottor, who have boldly come out to say that they learnt nothing from those under whom they worked initially, but still made good.

Early training opportunity probably matters now to the civil service officers more than ever. It may not be quite the general view. But there is no doubt that the initial impressions and moulding have their value particularly in the changed circumstances and in view of the new types of responsibilities handled by the functionaries in the field. The several training schemes—initial and in-service—chartered for them is an indication of the government's eagerness to put the right man in the right place, to ensure integrity and efficiency, and also to see that the various disciplines intermingle freely in the service composition to provide a balance and a variety of experience. The care needed for the initial posting of young officers is certainly a matter of great importance from the personnel administration angle. This lends relevance to Shri Potter's contribution.—*Reproduced from Editorial.*

WOODE, S.N. Specialists in the Ghana civil service. *Greenhill Journal of Administration*, 1 (4) Jan.-Mar. 75, p.39-43.

#### CIVIL SERVICE AND LEGISLATORS

BHAMBHRI, C.P. (Jawaharlal Nehru Univ., New Delhi). Bureaucracy and politics in India. *Mainstream*, 16(17) 24 Dec. 77, p.9-10, 28; 16 (18) 31 Dec. 77, p.15-18; 16 (19) 7 Jan. 78, p.15-18, 24.

The central argument of this paper is that the images that the politicians and the bureaucrats formed of each other under colonial rule in India were "negative" and these mutually negative perceptions continued even after Independence. Not only have the bureaucrats been brought wholly under the authority of the politicians, but sometimes the politicians have even used them for their own political and personal ends. Various issues are analysed to explain as to how the politicians have managed to tame the bureaucracy. This paper was presented before a seminar held in the School of Oriental and African Studies, University of London.

JOHN, V.V. The public servant as citizen. *Indian Journal of Political Studies*, 2 (1) Jan. 78, p.1-9.

Though it is the minister's word that should finally prevail, the civil servants should have a right to express their view freely in arriving at a decision. The minister has no right to ask the civil servant to trim or alter his advice, to suit the eventual decision the minister wants to make. The high objectives with which all-India services were conceived have suffered lamentable erosion in the course of years. A public servant should be committed to the service of a state, that is, pledged to the ideals of equality and fraternity. As regards political neutrality it is strange that one has to surrender his rights as a citizen as a price for getting into the public service. It is unreasonable to restrict the freedom of a public servant to indulge in criticism of the government in a matter that does not endanger the security of the state or public order. If existing restrictions are strictly adhered to and public services continue to expand, India may not remain a free country. The mutual loyalty that develops between a minister and his senior civil servants, should not depend on identity of political views. If the civil servant is made the subject of criticism in a privileged legislature, he should be justified in exercising his rights as a citizen to defend himself in



public. We must go beyond the concept of loyalty to ministers, towards a more positive role in advancement of public interest to achieve creative administration. This is a text of a talk at the Himachal Pradesh Institute of Public Administration, Simla.

WRIGHT, MAURICE. Ministers and civil servants: relations and responsibilities. *Parliamentary Affairs*, 30 (3) Summer 77, p.293-313.

### COLLECTIVE BARGAINING

CHAMBERS, JAY G. The impact of collective bargaining for teachers on resource allocation in public school districts. *Journal of Urban Economics*, 4 (3) July 77, p.324-39.

HOTA, SAROJ KUMAR. Collective bargaining vs. adjudication. *Indian Worker*, 26 (24) 13 Mar. 78, p.4-5.

### COMMERCIAL TREATIES AND AGREEMENTS

BHATTACHARYYA, B. Legal regime of India's bilateral trade agreements with East European countries. *Foreign Trade Review*, 12 (3) Oct.-Dec. 77, p.437-49.

### COMMUNICATION IN MANAGEMENT

BURTON, GENE E. Barriers to effective communication. *Administrative Management*, Oct.-Dec. 77, p.1-4, 10.

PRASAD, LALMANI. Barriers in upward communication. *Lok Udyog*, 11(2) Feb. 78, p.41-6.

### COMMUNISM

KIMURA, HIROSHI. Material incentives and the Soviet masses—factors behind the failure of Khrushchevism. *Developing Economics*, 15(2) June 77, p.221-39.

### COMMUNITY DEVELOPMENT

ACHARYA, T.K.T., H.K. PATIL and D.V. KASAR. Case study of Sangamner taluk of Ahmednagar district. *Economic Times*, 19 Jan. 78, p.5; 20 Jan. 78, p.5.

BROWN, C.K. The case for rural development in Ghana. *Greenhill Journal of Administration*, 1(4) Jan.-Mar. 75, p.44-59.

DUBHASHI, P.R. Planning for rural development. *Kurukshetra*, 26(7) 1 Jan. 78, p.4-7.

Planning for rural development is a complex problem and to be meaningful, it must be in proper perspective supported by adequate organisation. Shri P.R. Dubhashi, Joint Secretary, Ministry of Civil Supplies and Co-operation, here discusses various approaches adopted in the past, analyses their weak spots and suggests an integrated strategy for the future.—*Reproduced.*

EKONG, EKONG E. The administration of community development in Nigeria : a critical appraisal and suggested alternative. *Quarterly Journal of administration*, 11(3) Apr 77, p.153-65.

FLORA, JAN L. and CORNELIA BUTLER FLORA. Rural development in the People's Republic of China : a theoretical perspective. *Rural Sociology*, 42(4) Winter 77, p.476-95.

FRIEDMANN, SANTIAGO I. and LARISSA LOMNITZ. The role of pre-existing social structures in rural development : the case of production increasing programs in Mexico. *ITCC Review*, 6 (4) Oct. 77, p.25-39.

MCCALLUM, A. Rural development—some basic considerations and their application to the forestry sector. *Journal of Administration Overseas*, 16(4) Oct. 77, p.248-57.

MOHAN, T.C. Rural development perspectives. Madras Development Seminar Series Bulletin, 8 (1) Jan. 78, p.46-57.

RAO, K.R.M. Mechanics of rural change. Democratic World, 7 (2) 8 Jan. 78, p.5-6.

ROY, ASOKE MOHAN. West Bengal : area survey reveals gaps in rural development. Capital, 180 (4501) 16 Feb. 78, p.233-4.

The Bureau of Applied Economics and Statistics, West Bengal, have recently published bench-mark survey findings on seven blocks under the drought-prone areas programme in Bankura district. In this article an outline of survey data is presented and critical gaps are pointed out which should be taken note of by the DPAP authorities.

SAIGAL, K. (National Defence College, New Delhi). Management of rural development programmes at the district level. Management in Government, 9 (3) Oct.-Dec. 77, p.203-16.

Very few people have derived any benefit from national development and the absolute number of people below the poverty line has remained the same, and are mainly in rural areas. As these people are normally concerned with district administration, this segment of administration has to play a key role in rural development sphere. The bureaucracy at district level must be aware of the needs of the masses to play effective role in policy formulation and programme implementation. This article deals with administrative deficiencies at the district level and necessary changes to achieve the desired results.

SEN, A.C. Rural reconstruction work with poor communities. Voluntary Action, 20 (3) Mar. 78, p.3-9.

The macro-approach of generating new employment opportunities through Five Year Plans has not given the expected benefit to groups afflicted with endemic poverty. We need a basically different

alternative strategy based on micro-level approach to achieve integrated rural development, which will create additional non-agricultural work in rural areas. Some experiments in such alternative strategy formulation and implementation carried out by the Association of Voluntary Agencies for Rural Development are discussed. This paper was presented to 'South Asia Workshop on Innovative Social Welfare/ Non-formal Education Strategies' jointly organised by the Social Welfare and Development Centre for Asia and the Pacific, Manila, and the National Institute of Public Cooperation and Child Development, New Delhi, held at the National Institute of Rural Development, Rajendranagar, Hyderabad, October 24-November 9, 1977.

SINGH, RADHA RAMAN., (Bihar Univ., Mazaffarpur), Integrated approach to rural development : a regional study. Khadi Gramodyog, 24(4) Jan. 78, p.217-29.

With the dawn of the era of planning, a number of schemes were launched to ameliorate the conditions of the weaker sections of society. But the benefits of development have been hogged largely by the privileged class denying the rural poor of their due share as has been abundantly proved in a study conducted in the North-West Region of Bihar. To achieve the desired results, a new twist that may involve people's participation in the implementation of schemes designed for rural development in our planning is all the more necessary.—*Reproduced.*

SIVARAMAN, B. (Planning Commission). Rural development; the task. Public Administrator, Jan. 78, p.27-45.

This is an address delivered to the Maharashtra Regional Branch of the Indian Institute of Public Administration on 4th Dec. 1976. As bulk of the poor live in rural areas, rural development is

essential for balanced growth. Rural development is divided into four sectors and analysed. The sectors are—agricultural development, rural industrial development, labour development, and development of the tertiary sector. Also examined are various types of required coordination in rural development.

SUBRAMANIAN, V. (Mafatlal Group of Industries). Rural development, the administrative imperatives. *Public Administrator*, Jan. 78, p.53-9.

As only well-to-do rural sections have benefited from rural programmes, the gap between rural poor and rural rich has widened. The smaller farmers and landless labourers will continue to remain impoverished unless agro-industrial base is created to absorb the unemployed and underemployed. In this paper the author has discussed one important aspect of rural development—the administrative imperatives. The administrative infrastructure is considered in two parts—bureaucracy and voluntary agencies. Essential attitudinal imperatives must be taken into consideration while selecting personnel for implementation of various rural programmes. Science and technology can also help in improving the rural economy. In implementation bureaucracy has limited effectiveness due to certain unavoidable features which don't hamper voluntary organisations. The organisations having proper perspective of rural development, can motivate the participants and convince them about results. Their management expertise can be used in formulating various programmes. Suggestions are given to overcome the difficulties the voluntary agencies face in implementation of programmes.

TILAK, B.D. (National Chemical Laboratory, Pune). Science, technology and rural development, the Chandrapur experiment. *New Quest*, (6) Feb. 78, p.13-20.

The purpose of this paper is to highlight the possible scope for integrated and

accelerated rural development through innovative application of science and technology. It deals with the 'Eco-system development plan' prepared by National Chemical Laboratory for Chandrapur, a backward district in Maharashtra. This district is a treasure of natural resources. Development possibilities are explained through some examples. As administrative hierarchy functions routinely within rules and regulations and has little motivation in identifying itself with the needs of the people, dedicated individuals, social groups and business houses should take an active part in a co-operative endeavour of development.

## COMPUTERS

DUTTON, WILLIAM H. and KENNETH L. KRAEMER. Technology and urban management, the power payoffs of computing. *Administration & Society*, 9 (3) Nov. 77, p.305-40.

GHOSH, B.C. Computer and payroll systems—a case study. *Management Accountant*, 13 (3) Mar. 78, p.209-12.

## CONSTITUTIONAL LAW

CLARK, GEORGE. Constitution that works by convention and precedent. *Hindu*, 6 Jan. 78, p.8.

SAHAY, S. The Sri Lanka constitution. *Statesman*, 16 Feb. 78, p.8.

SAHAY, S. Consensus on basic structure. *Statesman*, 6 Jan. 78. p.6.

TOPORNIN, B. New constitution of USSR—Government by people. *Soviet Review*, 15 (1) 78, p.29-35.

## COOPERATIVE SOCIETIES

DEVADHAR, Y.C. A case study of Velland Service Cooperative Society Limited, Trivendrum District, Kerala. *Cooperative Perspective*, 12(2) July-Sept. 77, p.61-74.

DWIVEDI, R.C. Restoring democracy in cooperative institutions. *Indian Express*, 7 Feb. 78, p.6.

### CORPORATION LAW

KISHORE, K. Need for a drastic revision of the companies act. *Capital*, 180 (4500) 9 Feb. 78, p.198-9.

MITTAL, B.B.L. Bibliography on company law. *Company News & Notes*, 16(1) Jan. 78, p.68-79.

### CORPORATIONS

ASHOK NATH. Study of corporate sector development in India during 1965-1976: government and non-government companies. *Lok Udyog*, 11 (9) Dec. 77, p.33-6.

### CORPORATIONS—TAXATION

BLANKSON, B.H. Ghana: tax consequences of domestic and foreign interests establishing corporations as vehicles for joint ventures. *Greenhill Journal of Administration*, 1(4) Jan.-Mar. 75, p.21-6.

MISRA, G.D. Incidence of corporation income tax in India. *Eastern Economist*, 70 (8) 24 Feb. 78, p.330-4.

Most of the studies from the existing literature on the subject do not analyse the complete effect of corporation income tax on economic activity. This empirical study conducted by the author who is connected with the Department of Economics, Banaras Hindu University, indicates that corporate income tax is effective in changing the distribution of profits and may therefore be trusted as an instrument of tax policy for increasing public revenue and effecting private investment favourably.

SEN, TAPAS KUMAR. Shifting of company tax, effect of tax on company finance. *Economic Times*, 14 Feb. 78, p.5; 15 Feb. 78, p.5.

### CORRUPTION

JHA, S.K. (Bharat Coking Coal Ltd., Dhanbad). Vigilance in public sector: a case study. *Lok Udyog*, 11(8) Nov. 77, p.15-20.

Vigilance, which implies watchfulness is not merely to be invoked after an act of corruption has already taken place, but it has to create climate in which the scope for corruption is minimised. In Bharat Coking Coal Ltd., vigilance department came into being in Jan. 1975 and the author joined as first full-time Chief Vigilance Officer. Three-fold functions performed by this department—co-ordination, preventive vigilance and punitive vigilance—are explained, and a flow-chart depicting the punitive vigilance process is presented. Since vigilance work encompasses practically all branches of company's activities, inter-disciplinary exposure for the vigilance staff is necessary. Though the course on Administrative Vigilance organised by the Institute of Secretariat Training and Management, Department of Personnel and Administrative Reforms, is found useful, shorter training programmes are needed to cover maximum number of vigilance staff. Vigilance action averts recurring losses and action against proved lapses does not destroy the morale of employees.

### CORRUPTION, POLITICAL

RUNDQUIST, BARRY S., GERALD S. STROM and JOHN G. PETERS. Corrupt politicians and their electoral support: some experimental observations. *American Political Science Review*, 71(3) Sept. 77, p.954-63.

WELCH, SUSAN and JOHN G. PETERS. Attitudes of U.S. state legislators toward political corruption: some preliminary findings. *Legislative Studies Quarterly*, 2(4) Nov. 77, p.445-63.

## COST BENEFIT ANALYSIS

VENU, S. Cost-benefit analysis. *Economic Times*, 28 Jan. 78, p.5.

## COURTS

SANYAL, SHYAM SUNDAR. How it became the High Court at Calcutta. *Calcutta Municipal Gazette*, 96(10) 31 Dec. 77, p.259-61.

## CRIME—PREVENTION

TRAIN, C.J. The development of criminal policy planning in the Home Office. *Public Administration*, 55 Winter 77, p.373-84.

## CRIMINAL LAW

DEB, R. Reforms in criminal law—some suggestions. *Indian Police Journal*, 24(1) July-Sept. 77, p.31-47.

## DAHL, ROBERT A.—CRITICISM AND INTERPRETATION

VON DER MUHLL, GEORGE. Robert A. Dahl and the study of contemporary democracy : a review essay. *American Political Science Review*, 71(3) Sept. 77, p.1070-96.

## DAIRIES

SIVARAMAN, B. Planning for dairy development. *Agricultural Situation in India*, 32(7) Oct. 77, p.409-12.

## [DEBTS, PUBLIC

HUGHES, HELEN. The external debt of developing countries. *Finance & Development*, 14(4) Dec. 77, p.22-5.

## DECISION MAKING

ALTMANN, JOHN. The role of research in the management decision process. *Greenhill Journal of Administration*, 1(4) Jan.-Mar. 75, p.60-4.

AMO, P. A. A study in decision-making. *Greenhill Journal of Administration*, 1(4) Jan.-Mar. 75, p.65-7.

DANDO, M.R. and A.J. BEE. Operational research for complex conflicts : a gaming methodology for the development of a decision-making monitor. *Operational Research Quarterly*, 28 (4i) 77, p.853-64.

HELLER, FRANK A., PIETER J.D. DRENTH, PAUL KOOPMAN and VEIJKO RUS. A longitudinal study in participative decision-making. *Human Relations*, 30(7) July 77, p.567-87.

MARKS, BARRY A. Decision under uncertainty: the narrative sense. *Administration & Society*, 9(3) Nov. 77, p.379-94.

STEERS, RICHARD M. Individual differences in participative decision-making. *Human Relations*, 30(9) 77, p.837-47.

SUBRAMANIAM, S. Management decision making. *Lok Udyog*, 11(12) Mar. 78, p.23-7.

## DEVELOPMENT ADMINISTRATION

HOOJA, RAKESH. (Agriculture Officer, Ajmer). Administrative development : the basics of the concept. *Political Science Review*, 16(3-4) July-Sept. 77, p.53-61.

Development administration is that administration in which development is given top priority. In India, after independence in 1947, development has become an important goal of government. The distinction between three terms—development administration, administrative reform and administrative development is explained. Administrative development is such development in the administration as will lead to political development, economic growth and social change. As administrative development depends upon changes in society, in different societies different types of administrative development take place.

Gandhians, fascists and democrats can have different ideas about administrative development. The various aspects on which the degree, manner, and direction of administrative development.

**JOSHI, R.C.** Development administration at the grass roots, the need for a new approach. *Public Administrator*, Jan. 78, p.46-52.

The object of this article is to examine the capacity and effectiveness of our public administration to carry out its tasks of development at the grass-roots. In some states, the main weakness of administrative structure at the district level is the mix-up of regulatory and traditional administration with development functions. In Maharashtra, the assignment of development tasks to Chief Executive Officer under the supervision of a Zilla Parishad has improved the performance of development administration. The various reasons as to why our field administration, though structurally superior, is unable to cope with the wide range of new problems, are explained. As development involves a political process, the administrative structure cannot by itself cope with the new challenges without the support of political organisation.

**OGUNDIMU, BAMIDELE A.** Problems and issues in the integration of development administration with research activities in Nigerian universities. *Quarterly Journal of Administration*, 11(3) Apr. 77, p.185-98.

#### DIPLOMATIC AND CONSULAR SERVICE

**BELOFF, MAX.** The think tank and foreign affairs. *Public Administration*, 55 Winter 77, p.435-44.

#### DISASTER RELIEF

**DAVIES, ROBERT.** Social care in disaster management. *Social Service Quarterly*, 51(2) Oct.-Dec. 77, p.57-60.

#### DISTRICT ADMINISTRATION

**DUBHASHI, P.R.** (Divisional Commissioner, Belgaum). The divisional commissioner in Indian administration. *International Review of Administrative Sciences*, 43(3) 77, p.255-8.

As the designation indicates the Divisional Commissioner is an officer to whom the entire administration of a division consisting of a few districts is committed. The Assistant Commissioner, the Deputy Commissioner, and the Divisional Commissioner constitute one hierarchical ladder. For various reasons, not much is written about Divisional Commissioner, though the role of his subordinate, the Deputy Commissioner, known as Collector or District Magistrate, is sufficiently discussed and analysed. Today administration consists of various development programmes and the Divisional Commissioner is directly responsible for some departments which include the revenue department, rural development department, municipalities and to some extent food and civil supplies and social welfare departments. His role and functions in the administration of these departments is explained. His judicial work has been considerably increased due to proliferation of statutes, and he has to preside over a number of meetings. There are two schools of thought. While one wants to abolish the post of Divisional Commissioner, the second wants to strengthen his position. In spite of some trends which seem to be inimical to the maximum effectiveness of the Divisional Commissioner, the post is extremely useful as the highest field administrative authority. Measures are suggested to strengthen the post to achieve better implementation of programmes.

**SINGH, B.P.** (Ministry of Defence, New Delhi). Evolution of the office of the Deputy Commissioner in Assam. *Indian Journal of Public Administration*, 23(3) Oct.-Dec. 77, p.890-912.

Field administration experience is, in any case, the backbone of the structure of

public administration in this country. The post of the Deputy Commissioner, or its earlier stage, the Assistant Collector, has the backing of a long evolution to substantiate the importance of this post in the hierarchy of administration. Shri B.P. Singh examines the evolution of the office of the Deputy Commissioner in Assam from historical times to modern days. While the functions and responsibilities of the Deputy Commissioner in the State today are vastly different from what they were in the past—whether under the Mughals, Ahoms, or the British—the importance of the office as the nucleus of civil administration has not lost anything in the process of history. In fact, the overwhelming thinking in the country today is towards decentralisation in administration and to restore to the district officer what may have been taken away from him unknowingly or unwillingly by higher organisations in the government during the course of time. It is a matter for administrative innovation as to how a decentralised administration in the district can be made to function in harmony with the panchayati raj institutions. *Reproduced from Editorial.*

#### ECONOMIC ASSISTANCE, AMERICAN

MCKINLAY, R.D. and R. LITTLE. A foreign policy model of U.S. bilateral aid allocation, *World Politics*, 30(1) Oct. 77, p.58-86.

#### ECONOMIC DEVELOPMENT

ADENIYI, ENIOTA O. Institutional framework for development planning in developing countries: the Nigerian case. *ITCC Review*, 6(4) Oct. 77, p.11-24.

ADLER, JOHN H. Development theory and the Bank's development strategy—a review. *Finance & Development*, 14(4) Dec. 77, p.31-4.

The World Bank's approach to development theory and practice has changed considerably over the 30 years of its operations. The author, who has been involved with the Bank's work over most of this period, examines the Bank's lending programs and policies in relation to prevalent thinking on development economics over the years.—*Reproduced.*

ALKER, HAYWARD R., Jr., KARL W. DEUTSCH and ANDREI S. MARKOVITS. Global opportunities and constraints for regional development: a view of interdisciplinary simulation research toward a world model as a framework of studies of regional development. *Social Science Information*, 16(1) 77, p.83-102.

BECHTOLD, KARL-HEINZ. Theories of regional growth and development strategies: a critical survey. *Economics*, 16, 77, p.90-104.

BHATIA, B.M. Pakistan's economy: coming to terms with reality, *Statesman*, 14 Jan. 78, p.8.

BHATTACHARYYA, DEBESH. Indian socialistic pattern of society vs. Chinese collective socialism: goals and achievements. *Indian Journal of Economics*, 57(224) July 76, p.31-75.

BHATTACHARYA, KANAILAL. Rebuilding the state economy. *Economic Times*, 17 Feb. 78, p.1.

BRAHMANANDA, P.R. Seven per cent growth: is it possible? *Yojana*, 22(5) 16 Mar. 78, p.17-18.

DELACROIX, JACQUES. The export of raw materials and economic growth: a cross-national study. *American Sociological Review*, 42(5) Oct. 77, p.795-808.

DERNBERGER, ROBERT F. The relevance of China's development experience for other developing countries. *Items*, 31(3) Sept.77, p.25-34.

THE DEVELOPMENT of development thinking. *Liaison Bulletin*, (1) 77, p.3-151 (Special issue).

*Contents* : PART I—Introduction to the inter-regional meeting, by Dudley Seers; The development of development thinking, by Cavaldo Sunkel; Priorities for inter-regional Co-operation, by Paul-Marc Henry.

PART II—New development strategies: the old model and its abandonment, by Ricardo Lagos; The criteria for alternative strategies, by Vinayak Dandekar; An annotated agenda for the discussion on new development strategies, by Ponna Wignaraja.

PART III—Collective self-reliance: the need for a new international economic order, by H.M.A. Onitiri; National and collective self-reliance, by Jacques de Bandt; An annotated agenda for the discussion on collective self-reliance, by Enrique Oteiza.

PART IV—Inter-regional co-operation: introductory statement, by Enrique Oteiza; Comments by the chairmen of the three working groups : Antoine Kher, Peter Mandi and Just Faaland; Report on communication activities, by Michael Rogers, Bogodar Winid and Kate Wild; Consolidated report on education activities, by W.D. Carmichael, Ricardo Lagos and Abderrahman Remili; Working group reports on research activities, by (1) L. Sabourin; (2) B. Nasruddin; (3) M. Vinicio Tristan; Concluding remarks, by Dudley Seers.

DORE, R.P. South Korean development in wider perspective. *Pacific Affairs*, 50(2) Summer 77, p.189-207.

ECONOMIC imperatives, a symposium on some development priorities. Seminar, (223) Mar. 78, p.10-45.

*Contents* : The problem, by D.V. Taneja; Expansion of employment, by

Charat Ram; Experiences and options, by Mrinal Datta-Chaudhury; Balanced development, by L.K. Jha; A success story, by V. Kurien; Further reading, a select and relevant bibliography, compiled by Devendra Kumar.

GRIFFIN, KEITH. Increasing poverty and changing ideas about development strategies. *Development and Change*, 8(4) Oct. 77, p.491-508.

IENGAR, H.V.R. (Former Governor of Reserve Bank of India). The Mahalanobis thesis, its relevance then and now. *Public Administrator*, Jan. 78, p.14-26.

This is a talk delivered at the Maharashtra Regional Branch of the Indian Institute of Public Administration on 6th Aug. 1977. In 1947 the rate of our economic growth was just zero. The First Five Year Plan (1951-56) was only a series of schemes from various ministries put together. Jawaharlal Nehru and Prof. Mahalanobis were ardent admirers of Soviet planning. The second Five Year Plan (1956-61), based on ideas of Prof. Mahalanobis, emphasised on development of heavy industry. Nehru in the Second Plan. and his successors in subsequent plans, gave primacy to industrial development. The debate about public versus private sector is infructuous. Every factory in any sector is useful, if it succeeds in delivering the goods. The momentum of community development programme inaugurated in 1952 was lost on account of red tape, tremendous amount of paper work and lack of communication between the project officer, the village level worker and the people. We don't need change in economic policy but only effective implementation of rural part of that policy. With proper leadership the people are capable of doing tremendous things.

KURIEN, C.T. Some aspects of economic change in Tamil Nadu. *Madras Development Seminar Series Bulletin*, 8(2) Feb. 78, p.102-20.



KURIEN, C.T. and JOSEF JAMES. Economic change in Tamil Nadu. ICSSR Research Abstracts Quarterly, 5 (3&4) July-Dec. 76, p.1-14.

LAKDAWALA, D.T. Growth, unemployment and poverty. Commerce, 136(3476) 21 Jan. 78, p.18-26.

MARTIN, RICHARD. Development : a failure theory. ITCC Review, 6(4) Oct. 77, p.1-10.

The aim of this paper is to provide evidence to support the hypothesis that where the individual does not have the responsibility for determining the nature of development that affects him, that development will have a propensity to fail. Broadly it is an exploration of the concept of participation.

MIMICA, MILOS. Dynamic economic development. Review of International Affairs, 29 (667) 30 Jan. 78, p.34-5.

PRYBYLA, JAN S. Some economic strengths and weaknesses of the People's Republic of China. Asian Survey, 17(12) Dec. 77, p.1119-42.

RAMANA, D.V. Population and development. APDI Newsletter Quarterly, 12(4) Oct. 77, p.2-7.

RAYAPPA, P. HANUMANTHA and THOMAS J. EXPENSHADE. Economic activity rates and socio-economic development. Manpower Journal, 13(2) July-Sept. 77, p.37-51.

SACHS, IGNACY. Eco-development : meeting human needs. India International Centre Quarterly, 4(4) Oct. 77, p.337-50.

SHENOY, D. Development economics—a charade. Commerce, 136(3476) 21 Jan. 78, p.27-32.

SHETTY, S.L. Structural retrogression in the Indian economy since the mid-sixties.

Economic and Political Weekly, 13(6 & 7) Annual Number 78, p.185-244.

SMYTH, DOUGLAS C. The global economy and the third world : coalition or cleavage? World Politics, 29(4) July 77, p.584-603.

THE STATE of the states. Eastern Economist, 30 Dec. 77, Annual Number 78, p.1261-1506.

*Contents* : Federalism needs to be enthroned, by V. Balasubramanian; Uttar Pradesh : big state with big needs, by S.P. Chopra; Madhya Pradesh : natural resources kept waiting, by S.P. Chopra; Rajasthan: industry has a large role to play, by S.P. Chopra; Panjab : progress with punch; Haryana : a leap forward, by R.C. Ummat; Jammu & Kashmir : an era of stability, by Hardev Singh; Himachal Pradesh : diversification gains momentum, by R.C. Ummat; Delhi: industrial prospects and problems, by R.C. Ummat; Maharashtra : leader in industrial development, by L.K. Mutatkar; Gujarat: entrepreneurship to the fore, by L.N. Raina; Goa: bright economic prospects, by L.K. Mutatkar; Andhra Pradesh: much leeway to make up, by Sagittarius; Tamil Nadu: the constraint of physical resources, by Sagittarius; Karnataka: dragging its feet, by Sagittarius; Kerala: in arrears of development, by Sagittarius; Pondicherry: good record of growth, by Sagittarius; West Bengal: more needs to be done faster, by R.J. Venkateswaran; Bihar: rich resources, poor people, by Hardev Singh; Orissa: nature's bounty awaits exploitation, by K.S. Ramachandran; Assam: rich potential ready for tapping, by N.C. Rajkhowa; Arunachal Pradesh: exposure to modernity, by Hardev Singh; Nagaland: from turmoil to tranquility, by Hardev Singh; Meghalaya: on road to modernisation, by Hardev Singh; Mizoram: peace comes slowly, by Hardev Singh; Manipur: stress on communication, by Hardev Singh; Tripura: small state, big problems, by Hardev Singh; Andaman and Nicobar: sad memories, bright prospects, by Hardev Singh.

TRIPATHI, K.P. Some remedies to our economic ills. *Indian Worker*, 26(16-17) 23 Jan. 78, p.13-15.

WILLIAMS, MAURICE. The development challenge of today: meeting the basic needs of the poorest people. *OECD Observer*, (89) Nov. 77, p.17-21.

### ECONOMIC PLANNING

ARAVINDAKSHAN, K. Rolling plan: some reflections. *Mainstream*, 16(20) 14 Jan. 78, p.11-13.

BHATIA, B.M. Planning and Janata; a square deal for all. *Statesman*, 10 Feb. 78, p.8.

DIXON, C.J. Development, regional disparity and planning : the experience of northeast Thailand. *Journal of Southeast Asian Studies*, 8(2) Sept. 77, p.210-23.

GANGULY, SHIVAJI. Planning in transitional society: the Mexican experience. *Developing Economies*, 15(2) June 77, p.144-65.

GOPALAKRISHNAN, C.V. Sixth Plan and its milieu. *Hindu*, 27 Mar. 78, p.8.

GUPTA, R.S. Planning process and machinery in India. *NIHAE Bulletin* 10(4) 77, p.251-7.

JHA, PREM SHANKAR. Financing the Sixth Plan; planning versus growth. *Times of India*, 13 Mar. 78, p.8.

JHA, PREM SHANKAR. Resources gap only in official's mind, forcing pace of development. *Times of India*, 22 Feb. 78, p.8.

KHANNA, K.C. New plan in perspective. *Times of India*, 27 Mar. 78, p.8; 28 Mar. 78, p.8.

KHURANA, NILIMA. Mechanics of a rolling plan. *Economic Times*, 2 Mar. 78, p.5.

LAKDAWALA, D.T. Evaluation : new dimensions. *Yojana*, 22(5) 16 Mar. 78, p.13-14.

MANGAHAS, MAHAR and CHITA T. SUBIDO. Development planning, appraisal and performance evaluation with special reference to the Philippines. *Economic Bulletin for Asia and the Pacific*, 27(1) June 76, p.13-27.

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PLANNING for development : goals and policies of developing countries for the second half of the 1970s. *Journal of Development Planning*, (11) 77, p.1-175 (Special issue).

The study is prepared by the Centre for Development Planning, Projections and Policies of the Department of Economic and Social Affairs the United Nations Secretariat. It examines the goals and policies indicated in the recent plans of 39 developing countries that were available at United Nations Headquarters as on 31 October 1976. It consists of six chapters. Chapter I deals with overall development objectives and strategies. Attention is given in this chapter, first to the planned goals and paths of development and, then, to the contours of the allocation of resources planned by developing countries. Major aspects of planned increases in material production and basic facilities are

examined in Chapter II, and the corresponding aspects of the planned development of human resources are discussed in Chapter III. The planned changes in foreign trade and payments form the subject-matter of Chapter IV. Chapter V focuses attention on the planned mobilization of financial resources. In a sense, Chapter I provides an overview, whereas Chapters II-V spell out the major policy issues. The main findings and conclusions of the study are brought together in Chapter VI.

**PLANNING** priorities for next five years. *Yojana*, 22(1) 26 Jan. 78, Annual Number, p.4-95 (Special issue).

*Contents*: P.M.'s letter to Chief Ministers; Industrial policy; Plan priorities: some basic issues, by A.K. Das Gupta; Savings in Indian economy, by Navin Chandra Joshi; Who determines the priorities? by C.T. Kurien; Planning priorities in Karnataka 1978-83, by D.M. Nanjundappa; New emphasis on agricultural production, by Surjit Singh Barnala; National food security, by M.S. Swaminathan; Rural development—opportunities for management, by D.T. Lakdawala; A strategy for participative growth, by V.S. Vyas; Machinery for the formulation of district and block plans, by Anand Swarup; Accent on small farms: crucial significance of agriculture, by G.V.K. Rao; Appropriateness of agro-processing industries, by Harpal Singh; Desert development: possibilities of dairying, by A.K. Sinha; Khadi and village industries: many objectives, by M.V. Raghava Rao; Increasing social contents: new priorities, by D.K. Biswas; Priority for viable village school system, by C. Bal Krishna; Borlaug for priority to agriculture; For a national disaster mitigation organisation, by Karan Singh; A dialogue of civilisations, by Maurice Guernier; Appropriate R & D priorities, by Robert Chambers; Myths about women's employment, by S.L. Mandawat; Towards industrial democracy, by Abha Maiti.

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There have been many years in our planning experience when the output target set for the various industries have fallen far short of the planned levels. Occasionally, surpluses too have existed. In these circumstances, there is need for flexibility in planning. Recently, the rolling plan has been proposed to provide such flexibility. In this paper, we have examined the conditions needing replanning. Unless there is to be a change in the objective, an alternative approach for replanning is proposed which strives to maintain the priorities implicit in the original plan. Planners should strive not only for measures which will bring the actual output close to the planned levels but also refix the targets set for the various sectors taking inter-sectoral consistency into account. In this paper, we have provided mathematical programming formulations that will help planners to reset targets in this way. The new set of output targets would vary depending on whether the objective is to remain as close as possible to the original vector of final demand or to the original levels of sectorwise employment, since our illustrative exercise shows that there is a trade-off between employment and income which the planners must consciously choose.—*Reproduced.*

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In this paper an attempt is made to estimate the contribution of education to economic growth in India by fitting the Growth Accounting Equation of Schultz (1961) type. Section I is devoted to the presentation of the model, and some assumptions we make in our analysis. In Section 2 the results are presented, followed by summary conclusions in Section 3. — *Reproduced.*

### EDUCATION AND STATE

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## EMPLOYMENT

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The public works approach to unemployment would make sense if it is so organised that there will be progressively less and less reliance on it, so that ultimately it becomes redundant. Its role should be accepted as transitional, and deliberate efforts should be made to rehabilitate those engaged on public works within the mainstream of the economic system. Unless this perspective is strongly emphasised there is every possibility that a pernicious type of dualistic economy would be perpetuated under which—given the magnitude of existing unemployment and under-employment and the expected additions to the labour force—we will end up with two segments of the economy, one providing 'regular employment' to those who are lucky enough to have some productive assets (property or skill) and the other a hapless contingent of employment seekers wholly dependent on those in charge of public works, as and when and where these are organised.—*Reproduced*.

EMPLOYMENT planning. Kurukshetra, 26(10) 16 Feb. 78, p.4-21.

*Contents* : P.M. writes to chief ministers; Rural employment planning, by B.N. Gupta; Subsidiary rural occupations, by Navin Chandra Joshi; Potential of fisheries, by A.R. Patel; Profitable rabbit production, by James Christopher; Arresting rural exodus, by I. Satya Sudaram; A new plan for rural employment, by S.P. Tyagi.

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of agricultural graduates. *Economic Times*, 3 Mar. 78, p.5; 4 Mar. 78, p.5.

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In this paper the authors examine what is involved in promoting employment without inflation in the prices of wage goods and whether the policies which the government has in mind would be adequate in accomplishing this objective. In Section I it is shown that promoting employment through greater labour-intensity of technique would involve taxation of profits and possibly some decrease in private investment. In Section II the authors try to reconcile this result with some known arguments which do not imply a reduction in investment and contend that the assumptions underlying these arguments are not very descriptive of our economy. Finally, in Section III, the authors comment on the adequacy of the government's policy for achieving employment generation, given their results.—*Reproduced*.

ROYCHOWDHURY, KRISHNA CHANDRA. Planning for employment : a glimmer of hope in draft sixth plan. *Capital*, 180(4504) 9 Mar. 78, p.330-2.

SENGUPTA, P.R. Science and technology for employment. *Yojana*, 22(4) 1 Mar. 78, p.15-18.

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SINHA, J.N. Rural employment planning: dimensions and constraints. *Economic and Political Weekly*, 13(6 & 7) Annual Number 78, p.295-313.

The feasible rate and pattern of economic growth in the next decade can at best absorb the natural increase of the rural

about orce. To clear off the backlog of unemployment, direct measures of employment promotion are necessary. However, programmes which provide additional work but at a wage rate which is inadequate even for minimum living will be self-defeating. There is a strong case for a rural works programme. But an ambitious plan to cover all the rural unemployed under it is neither necessary nor feasible. What is needed is a judicious mix of rural works projects, development measures for industries allied to agriculture, and a minimum needs programme, keeping in view income-generating as well as productivity-rising considerations.—*Reproduced.*

STINGL, JOSEF. Role and structure of the German Federal employment institution. *International Labour Review*, 116(2) Sept.-Oct. 77, p.197-207.

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#### EMPLOYMENT—COLLEGE GRADUATES

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**DASGUPTA, BIPLAB.** The environment debate: some issues and trends. *Economic and Political Weekly*, 13(6 & 7) Annual Number 78, p. 385-400.

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#### EXECUTIVES

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**CHESTER, ERIC.** Some social and economic determinants of non-military public spending. *Public Finance*, 32(2)77, p.176-85.

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The allocative role of public expenditure has come into prominence, when the

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#### FARM LABOUR

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The Planning Commission appears to be opposed to farm mechanisation because it feels that this will affect the generation of employment in the rural areas. But has it delved deep into the subject to substantiate its views?—*Reproduced*.

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## FARM PRODUCE—PRICES

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In their efforts to speed up development, many less developed countries have favoured low agricultural prices that have had adverse effects on food production, income distribution, and economic growth. The author finds that official policies that subsidize and control prices of agricultural products seem to favour the large-scale farmers and better-off urban populations in developing countries. Such policies tend to depress overall food production and the incomes of small scale farmers and reduce domestic savings and available foreign exchange. He, therefore, suggests the reduction or ending of price distortions that restrict agricultural output.

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This paper presents the results of an intensive and yet fairly large-scale survey, of nearly 275 randomly chosen villages in West Bengal, Bihar and some of the eastern districts of Uttar Pradesh, made in 1975-76 with the primary focus on the terms and conditions of land, labour and credit contracts. Large-scale studies, such as the present one, of the relevant contractual interrelationships are important not merely for settling pedantic debates on the dominant mode of production, but also for shaping basic directions in agrarian policy and in designing the broad outlines of political programmes for the peasantry.—*Reproduced*.

DOGRA, BHARAT. When tenants assert their rights. *Mainstream*, 16 (28) 11 Mar. 78, p.12-13.

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## FARM WAGES

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## FEDERAL AID

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## FEDERAL-STATE RELATIONS

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BOSE, SANAT. Working class and decentralisation of power. *Mainstream*, 16(24) 11 Feb. 78, p.31-2.

Paper presented at the Fifth All India seminar of the Indian School of Social Sciences, held at Calcutta during January 21-26, 1978.

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MUSTAFAI, ASHOKE. Aspects of federal polity. *Mainstream*, 16(25), 18 Feb. 78, p.21-2.

NOORANI, A.G. Centre-state relations. *Indian Express*, 25 Mar. 78, p.6.

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## FEDERALISM

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## FERTILIZER CORPORATION OF INDIA

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## FERTILISERS

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SIDDIQI, H.Y. Some issues in fertiliser demand forecasting. *Margin*, 10(2) Jan. 78, p.25-9.

## FINANCE, PUBLIC

CHAND, SHEETAL K. Summary measures of fiscal influence. *International Monetary Fund Staff Papers*, 24(2) July 77, p.405-49.

## FINANCE, PUBLIC-POLICY

GUPTA, ANAND P. On recasting the fiscal structure. *Economic and Political Weekly*, 13(4 & 5) 28 Jan.-4 Feb. 78, p.161-5.

Unlike when he presented his first Budget last year, the Union finance minister has no excuse for not attempting in the budget for the coming year the task

of recasting the fiscal structure to bring it in line with the declared objectives of the Janata party. The present system of taxation plays no effective role at all in reducing inequalities in the distribution of disposable incomes. This is because there is no proper balance between indirect and direct taxes in the tax structure. If the tax system is to be of any help in reducing inequalities in disposable incomes, it will be necessary to focus the thrust of tax changes on direct taxes, like the income-tax. Also required of the finance minister is clear thinking on another problem: Given the Janata party's socio-economic goals, what kind of goods should be produced in the country and what is it that fiscal policy can do to encourage the production of these goods and discourage the production of the others?—*Reproduced*.

RANGACHARI, K. Monetary policy: there is virtue in usury. *Statesman*, 17 Feb. 78, p.8.

#### FOREIGN COMMERCE

AGARWALA, P.N. Trading with Western Europe. *Eastern Economist*, 70(8) 24 Feb. 78, p.327-30.

In this article, Prof. Agarwal, who has been chief marketing manager of State Trading Corporation for over a decade has suggested some measures by which our exports to Western Europe can be substantially increased in spite of restrictions imposed by EEC on many of our manufactures.

BIDHI CHAND. Export promotion and planning in India—an outline of a normative planning model. *Foreign Trade Review*, 12(3) Oct.-Dec. 77, p.386-95.

CHOPRA, SURENDRA. Prospects of Indo-Pakistan trade. *Indian Journal of Political Science*, 38(4) Oct.-Dec. 77, p.476-93.

FAJANA, OLUFEMI. Import licensing in Nigeria. *Development and Change*, 8(4) Oct. 77, p.509-22.

KORNEEV, VICTOR L. Exchange rates, foreign trade and investments. *Commerce*, 136(3479) 11 Feb. 78, p.173-4.

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KUTTY, KRISHNA. Foreign exchange remittances—a solution to our poverty? *Economic Times*, 19 Feb. 78, p.4.

NAYAK, SATYENDRA S. Indian exchange rate policy under floating rates. *Development Digest*, 15(3) July 77, p.117-24.

PINTO, S.A.A. FERA policy must look forward. *Economic Times*, 18 Feb. 78, p.7.

RAO, K.R.M. Foreign reserves: it's hoarding. *Democratic World*, 7(7) 12 Feb. 78, p.5-7.

If the government cannot decide, well before the next financial year, what to do with the huge foreign exchange reserves (and food stocks), it will have indulged in a clear act of hoarding—leaving the economy heir to all that this implies. The article rejects the many shortsighted suggestions put forward in this regard and supports an alternative to them.—*Reproduced*.

#### FOREIGN INVESTMENTS

LECRAW, D. Direct investment by firms from less developed countries. *Oxford Economic Papers*, 29(3) Nov. 77, p.442-57.

## FRANCE—POLITICS

FOX, EDWARD WHITING and JAMES O. SAFFORD. Political uncertainty in France. *Current History*, 73(431) Nov. 77, p.149-52, 178.

## FREE PORTS AND ZONES

VITTAL, N. Free trade zones and export strategy. *Foreign Trade Review*, 12(3) Oct.-Dec. 77, P.396-414.

## FUTURISM

FUTURE is today. *Indian Review of Management & Future*, (2) 77, p.1-26.

*Contents:*—Dilemma of managing India: futuristic considerations (editorial); Introducing futurology in schools and colleges, by S.C. Seth; Workshop on introducing futurology in schools & colleges, by Rashmi Mayur; Futurology studies in schools & colleges, by Santosh Ghosh; Introducing futurology in schools and colleges, by Aquell Ahmad; Building a concern for the future in schools & colleges, by V.K. Guar; Introducing futuristic studies in schools and colleges, by D.P. Nayar; Application of Harva method for futurological studies, by Satish C. Seth.

## GAME THEORY

DAS GUPTA, S.P. Theory of games and the social sciences. *Man in India*, 57(3) July-Sept. 77, p.249-62.

## GANDHISM

DANDEKAR, V.M. Gandhian economic system : a path to non-economic goals. *Mainstream*, 16(29) 18 Mar. 78, p.11-14, 22; 16(30) 25 Mar. 78, p.15-19.

KULKARNI, CHIDAMBARA. The concept of state in Gandhian thought. *Public Administrator*, Jan. 78, p.68-82.

This paper was presented to the Bombay University Political Science Teachers' Association on 10th March 1975.

RAO, V.K.R.V. Gandhi and socialism *Yojana*, 22(4) 1 Mar. 78, p.11-14.

## GAS

PARIKH, MOHAN and MINOO KAKALIA. Garbage gas plant. *Khadi Gramodyog*, 24(6) Mar. 78, p.310-17.

RAMACHANDRAN, K.S. Setting up bio-gas plants in the rural areas. *Capital*, 180(4496) 12 Jan. 78, p.63-4.

## GOLD (MONEY)

MISTRY, P.P. Gold is no common commodity. *Economic Times*, 9 Mar. 78, p.5.

VAKIL, C.N. The new gold policy. *Indian Express*, 11 Mar. 78, p.6.

## GOVERNMENT AND BUSINESS

THE STATE and the market, the changing relationship between business and government. *Management Review*, 66(12) Dec. 77, p.14-22.

Economist Paul A. Samuelson and seven outstanding panelists assess the expanding impact of government on the private sector and offer suggestions on how to cope with it.

## GOVERNMENT ENTERPRISE

BERCZI, ANDREW. A proposal for improving public sector management through systematic measurement of operational performance. *Annals of Public and Co-operative Economy*, 48(3) July-Sept. 77, p.279-97.

BOSU, JYOTIRMOY. Public sector undertakings. *Lok Udyog*, 11(10) Jan. 78, p.5-7.

In India the Parliamentary Committee on Public Undertakings was set up in 1964. The author who is a chairman of the Committee has discussed the task and role of

the committee and has analysed its procedure of work.

GREENSTREET, D.K. Classification, extent and scope of public enterprise in Ghana. *Greenhill Journal of Administration*, 2(2) July-Sept. 75, p.28-32.

MWAPACHU, JUMA VOLTER. (Tanzania High Commission, New Delhi) Control of public sector enterprises in Tanzania: case of the National Bank of Commerce. *Indian Journal of Public Administration*, 23(4) Oct.-Dec. 77, p.970-90.

A problem that several countries with a public sector to manage face is where to draw the line between a central control of the public undertakings and giving independence to them in their activities. In other words, questions of public accountability and operation flexibility are raised. There have always been conflicting views on this point and Tanzania, which has a growing public sector, faces this problem as much as other emerging countries similarly placed. Theoretically and conceptually it is possible to demarcate the spheres of control—matters of policy to be directed by the government concerned and the units themselves left free in their day-to-day activities. But in practice it has never been a clean division on these lines. It is not only a matter of overlapping that causes anxiety but the conflicts which arise in the process of trying to work out things in this manner. In Tanzania the issue is perhaps further complicated because of the political structure under one party rule. As Shri Mwapachu points out in considerable detail in his article, there is the political control by the party hierarchy, the administrative control by the different ministries and, possibly, the parliamentary control, although the last has not been as effective as it should have been in terms of the Tanzanian President's mandate. Shri Mwapachu further says that attempts to control the boards of these undertakings politically are also quite

common. One point often lost sight of in this politicking is the viability of the public undertakings, with appropriate control and purposeful direction from whatever quarters, without, at the same time, frustrating the field staff. Shri Mwapachu analyses the position as he views it with reference to the National Bank of Commerce in his country and some of his findings are of interest from the point of comparative administration.—*Reproduced from the editorial.*

NWOSU, EMMANUEL J. Some factors affecting the performance of public enterprises in Nigeria. *Greenhill Journal of Administration*, 1(4) Jan.-Mar. 75, p.10-20.

PATEL, H.M. National seminar on corporate planning in public enterprises. *Lok Udyog*, 11 (12) Mar. 78, p.3-5.

This is an inaugural speech delivered in Vigyan Bhavan on 11th Jan. 1978.

PATEL, H.M. Public enterprise in Indian economy—problems of management. *Lok Udyog*, 11(2) Feb. 78, p.5-7.

This is an inaugural address by the Union Finance Minister at the All-India Seminar on "Scope and Activities of Public Enterprises and Problems of Management" held by the Institute of Public Enterprises and Public Administration at Madras on 8-9 January, 1978.

RAJAN, N. (Deptt. of Heavy Industry, Govt. of India). Public sector, industrial state and economic accounting. *Lok Udyog*, 11(9) Dec. 77, p.5-10.

Developing nations like India, have invested heavily in the corporate public sector to achieve balanced growth with social justice. A large part of the industrial system is directly under the managerial control of the Centre and States. Two broad divisions in the public sector are: (a) provision of services like health, education, housing, roads, irrigation, etc., and

(b) nationalised or government-owned and managed industries producing and selling goods and services as in private sector. The investment criteria in health, housing, etc., are dominated by social service considerations. Similarly, for the criteria of investment appraisal in government-run industries, considerations of social costs and benefits have to be super-imposed on commercial and financial costs and benefits. It is suggested that public enterprises and administrative ministries should supplement conventional financial accounting and reporting with economic development accounting data by extending the concept of social cost benefit analysis from project appraisal to performance appraisal.

RAMASWAMY, V.S. Let us restate the objectives of the public sector. *Indian Manager* (658) Oct.-Dec. 77, p.424-8.

Public sector is destined to play a useful role in India. With new government in the Centre, restatement of its objectives has become more or less essential. The author, who is a sales Manager in the Fertilizers and Chemicals, Travancore Ltd., Udyogmandal, wants the government agencies to redefine these objectives and has suggested a few lines on which it can be attempted.

RAO, B. ANAND. The present state of corporate planning in public sector. *Lok Udyog*, 11(10) Jan. 78, p.25-31.

Very few public undertakings have prepared corporate plans and submitted to the Bureau of Public Enterprises. The overwhelming advantages of long range planning as a means and method of running a business are discussed here by the author who is a Deputy Director in the Institute of Public Enterprise, Hyderabad.

SCHLOSS, HENRY H. Public enterprise as a form of business enterprise: role, purpose and performance. *Annals of Public and Co-operative Economy*, 48(3) July-Sept. 77, p.299-305.

SEN, J. Accountability of public sector and the audit mechanism. *Lok Udyog*, 11(9) Dec. 77, p.25-9.

Functions of remote control and performance evaluation of public sector are exercised differently in different countries. In no foreign country, the accounts of public undertakings are subject to audit, both by government auditors as well as professional auditors. However, in Indian public sector, there is a four-tier audit—a built-in system of departmental pre-audit for each payment, a post facto but concurrent internal audit of payments *cum* appraisal of performance, annual audit by chartered accountants, and audit by Comptroller and Auditor General. This multiple-audit has led to a good deal of functional overlapping, with a consequential drag on the quick and efficient functioning of public undertakings. It is suggested that the audit hierarchy of public sector should have two tiers only, internal audit and government audit. In many respects internal audit has an edge over external audit. The operations of internal audit should not be restricted to mere routine audit of vouchers but should cover aspects of propriety, efficiency and the achievement of operational anticipations. It should function as a friend, philosopher and guide to the managers. Government audit should be more uptodate and comprehensive than at present and the performance of each undertaking should be reviewed more frequently. A stronger internal audit and a quicker and more comprehensive government audit can, *inter alia*, share between themselves whatever useful work the private commercial auditors are doing.

TANDON, PRAKASH. Public sector and corporate evolution. *Margin*, 10(2) Jan. 78, p.16-24.

Two important features of corporate evolution are separation of policy from administration, and capital from control. Three major functions—finance, investment

and management—have moved away from the investors to the professional managers. Various reasons have led to the introduction and growth of the public sector around the world. In this article public sector is examined from three angles—its place in the process of corporate evolution, the relationship between capital and control, and a comparison with the multinationals. Neither public enterprise manager nor his masters know what is expected of him. It is hoped that in course of time public sector will be able to develop a new management style and become a model for others.

UPADHYAY, K.M. (Punjab Agricultural Univ., Ludhiana). Functions of finance executives in selected public sector enterprises. *Lok Udyog*, 11(9) Dec. 77, p.15-22.

All decisions pertaining to investments, financing and distribution of profits fall in the purview of financial management. An attempt is made in this paper to find out the functions of finance executives and the importance they attach to different finance functions. Thirteen public sector enterprises having head offices at Delhi were personally approached and thirty finance executives were interviewed. Various functions of finance executives are divided into six groups—financial planning, financial control, financing decisions, investment decisions or asset management, management of income, and incidental functions. The association of majority of the executives with functions of 'financial control' and 'financing decisions' indicates that there is much less delegation for participation in other important functions. In view of less satisfactory profit performance of many public enterprises increased attention of executives to 'management of income' is warranted. The excessive association with 'incidental functions' indicates that managerial talent is not properly utilised and there is improper delegation of responsibility. The divergence in ranking various functions according to importance indicates lack of

adequate comprehension of different finance functions among executives.

## GOVERNMENT REGULATION OF BUSINESS

RAIS, ASUTOSH. Committees without control. *Democratic World*, 7(9) 26 Feb. 78, p.6-8.

## HEALTH SERVICES

BRISCOE, JOHN. Bangladesh: politics of an international health programme. *Economic and Political Weekly*, 13(11) 18 Mar. 78, p.518-20.

SONDHI, P.R. Evolving concept of multipurpose workers scheme. *NIHAE Bulletin*, 10(4) 77, p.237-49.

THOMPSON, J.D.C. The system model of policy-making and the national health service. *Political Studies*, 25(3) Sept. 77, p.397-40.

TYDEMAN, J. A subjective modelling procedure for evaluating alternative modes of consumer participation in community health services. *Australian Journal of Social Issues*, 12(4) Nov. 77, p.281-93.

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CARLTON, DENNIS W. and JOSEPH FERREIRA, Jr. Selecting subsidy strategies for housing allowance programs. *Journal of Urban Economics*, 4(3) July 77, p.221-47.

DUNCAN, S.S. The housing question and the structure of the housing market. *Journal of Social Policy*, 6(4) Oct. 77, p.385-412.

FRIEDEN, BERNARD J. The new housing cost problem. *Public Interest*, (49) Fall 77, p.70-86.

MACRAE, C. DUNCAN and RAYMOND J. STRUYK. The federal housing administration (FHA), tenure choice,

and residential land use. *Journal of Urban Economics*, 4(3) July 77, p.360-78.

PRADEEP, T. Housing : new v. old debate in Andhra. *Indian Express*, 8 Mar. 78, p.6.

PUGH, CEDRIC. Co-operation, co-ownership, voluntary social housing finance policies and widening possibilities. *Annals of Public and Co-operative Economy*, 48(3) July-Sept. 77, p.343-70.

RELE, SUBHASH J. Stepping up investment in housing. *Management Accountant*, 13(3) Mar. 78, p.241-4.

SIDHAR, W.R. DDA flats: a raw deal? *Times of India*, 12 Feb. 78, p.8.

STRUYK, RAYMOND J. The need for local flexibility in U.S. housing policy. *Policy Analysis*, 3(4) Fall 77, p.471-83.

VERGHESE, K.V. Housing cooperatives. *Cooperative Perspective*, 12(2) July-Sept. 77, p.35-42.

### INCOME

BATTALIO, RAYMOND C., JOHN H. KAGEL, and MORGAN O. REYNOLDS. Income distributions in two experimental economies. *Journal of Political Economy*, 85(6) Dec. 77, p.1259-71.

DAS, NABGOPAL. Wage and incomes: the complexities to be sorted out. *Statesman*, 15 Feb. 78, p.8.

INCOME distribution in India. *Indian Economic Journal*, 25(2) Oct.-Dec. 77, p 1-224 (Special issue).

The Indian Economic Association's annual conference was held in Madras in December 1977. A large number of papers were received on each of the themes of the Conference. The present issue deals with the 'Income distribution in India', which was one of the main subjects of the conference. Various papers, on the subject, submitted by the eminent economists have been included in this issue.

The key paper was contributed by Dr. Uma Datta Roy Choudhary (Central Statistical Organisation). The papers which could not be printed in full due to certain reasons, are abstracted.

KRISHNA, SRIDHAR. Inflation and distribution of income. *Economic and Political Weekly*, 13(2) 14 Jan. 78, p.63-7.

RAMANUJAM, G. National policy on wages, incomes and prices. *Indian Worker*, 26(16-17) 23 Jan. 78, p.9-12.

SAHOTA, GIAN S. Personal income distribution theories of, the mid-1970. *Kyklos* 30(4) 77, p.724-40.

This is a review article on fourteen books on personal income distribution theories published during mid-1970s.

### INCOME TAX

CHITALE, M.P. Rationalisation of personal income taxation. *Economic and Political Weekly*, 13 (4&5) 28 Jan.-4 Feb 78, p.153-60.

If the tax structure helps to draw out from the higher levels of income an increasing amount of savings which could be deployed for investment, the pressure to create additional money supply, and therefore inflationary tendencies in the economy will be correspondingly less. An attempt is made here to suggest a reshaping of personal income taxation with the objective of encouraging savings. While the suggested scheme of taxation may not reduce inequality of post-tax incomes, it will certainly help reduce inequality of consumption.—*Reproduced*.

VARMA, C.R. THIAGARAJA. The concept of a consumption type personal income tax. *Chartered Accountant*, 26(7) Jan. 78, p. 355-7.



## INDIA—ECONOMIC POLICY

BALASUBRAMANIAN, V. Thinking small. Hindustan Times, 5 Jan. 78, p.9.

BHATTACHARYYA, N. Industrial policy : missed opportunity. Mainstream, 16(19) 7 Jan. 78, p.5-6.

DATTA, BHABATOSH. Small is big : a critique of the industrial policy statement. Economic and Political Weekly, 13(3) 21 Jan. 78, p.113-15.

DEEPAK LAL. Janata's industrial policy. Times of India, 9 Jan. 78, p.8; 10 Jan. 78, p.8.

DUTT, RUDDAR. India's economic policy : Nehru Vs. Charan Singh. Mainstream, 16(24) 11 Feb. 78, p 11-18.

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*Contents* : Letter of intent, not blueprints of programmes; The 1956 industrial policy resolution; The 1978 industrial policy resolution; Why does she do it? Janata Party's statement on economic policy; Economic policy—a march in unison towards cherished goal, by Rohit Dave; Danger spots in Janata's economic policy, by M.L. Dantwala; A new direction without rocking the boat, by Vadilal Dagli; A postdated cheque on a crashing bank, by Subhash Chandra Sarkar; Janata's economic policy : welcome changes in many directions, by Balraj Puri.

JHA, PREM SHANKAR. Janata's industrial policy; basic shift of emphasis. Times of India, 2 Jan. 78, p.8.

JOSHI, P.C. Janata's economic policy; dangers of anti-industrialism. Times of India, 3 Jan. 78, p.8.

KURIEN, C. T. Small sector in new industrial policy. Economic and Political Weekly, 13(9) 4 Mar. 78, p.455-61.

MUNJEE, NASSER M. "Gandhian blueprint" of Charan Singh, random

thoughts and casual theorising. Economic Times, 25 Feb. 78, p.5.

NAMBIAR, K.K.G. Industrial policy—a few unanswered questions. Indian Express, 1 Feb. 78, p.9.

RAM PRAKASH. New industrial policy to solve problems of under-production and unemployment. Khadi Gramodyog, 24(6) Mar. 78, p.307-9.

RAMACHANDRAN, K.S. Need for follow-up measures on the new industrial policy. Capital, 180(4501) 16 Feb. 78, p.228-9.

RAO, K.R.M. How new is the industrial policy. Democratic World, 7(1) 1 Jan. 78, p.6-8.

SACHITANAND, N.N. How practical is the new industrial policy? Hindu, 7 Feb. 78, p.8.

SETHI, J.D. Philosophy behind new industrial policy in historical perspective. Mainstream, 16(29) 18 Mar. 78, p.9-10, 27-9.

SURI, PRAKASH CHANDRA. Janata's economic illusions. Mainstream, 16(19) 7 Jan. 78, p.19-24; 16(20) 14 Jan. 78, p.19-22; 16(21 & 22) Republic Day 78, p.63-6.

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GROVER, B.S.K. India and the United States of America : problems and prospects. *Indian Journal of Political Studies*, 2(1) Jan. 78, p. 67-81.

JAIN, GIRILAL. New tilt in foreign policy, criticism likely to grow. *Times of India*, 18 Feb. 78, p. 8.

JHA, GANGANATH. Indo-Thai relations : problems and prospects. *International Studies*, 16(3) July-Sept. 77, p. 331-42.

KHATIB, A.L. India-Pakistan relations. *Socialist India*, 16(10) 25 Feb. 78, p. 3.

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BARDHAN, PRANAB. Authoritarianism and democracy, first anniversary of new regime. *Economic and Political Weekly*, 13(11) 18 Mar. 78, p. 529-32.

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NAMBOODIRIPAD, E.M.S. Castes, classes and parties in modern political development. *Social Scientist*, 6(4) Nov. 77, p. 3-25.

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FISERA, VLADIMIR. The workers' councils : the second Prague spring. *New Left Review*, (105) Sept.-Oct. 77, p. 83-91.

## INDUSTRIAL DEMOCRACY

BHATTACHARYYA, S.C. Orientation for industrial democracy. *Lok Udyog*, 11(2) Feb. 78, p. 35-9.

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IQBAL, BADAR ALAM, JAVED ALAM KHAN and SIBGHAT ULLAH FAROOQI. Role of agro-industries in agricultural economies. *Khadi Gramodyog*, 24(5) Feb. 78, p.281-8; 24(6) Mar. 78, p.335-43.

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BANERJI, INDRANI and HRISHIKES BANERJI. Inflation in India—1952-1974. *ICSSR Research Abstracts Quarterly*, 5 (3 & 4) July-Dec. 76, p.15-22.

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#### INTELLECTUALS

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*Contents*: The problem, by Andre Betaille; The learned or wise, by C.T. Kurien; The academic professional, by Romila Thapar; Self-esteem, autonomy and authenticity, by Ashis Nandy; A university survey, by Akhileshwar Jha; Books and-bookmakers, by Badal Mukherji; Further reading: a select and relevant bibliography, compiled by L.S. Chinnis.

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BHATTACHARJEA, AJIT. Choosing the Chief Justice. *Indian Express*, 21 Jan. 78, p.6.

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## LABOUR, BONDED

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## LABOUR RELATIONS

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HUSSEIN, S. AHMAD and SHABBIR CHEEMA. (University Sains Malaysia, Penang). Leadership cohesion and bureaucratic dominance in Malaysia. *Indian Journal of Public Administration*, 23(4) Oct.-Dec. 77, p. 913-26.

Malaysia has several points of contact with us—historical, cultural, economic, etc.—and not the least important is the structure and functioning of its civil administration. Both India and Malaysia were under the British for quite some time and the administrative frame, moulded on the British pattern, has in consequence several parallels between the two countries. Shri Ahmad Hussein and Shri Shabbir Cheema have taken up for consideration the leadership structure in the local bodies in Malaysia. Of the several conclusions that they draw in their study, what seems fami-

liar to us in India is the sharply divided set-up of the functionaries at the local level—the elected councillors on the one hand and officialdom on the other. While the councillors according to the authors, consider themselves as the representatives of the people, the government officials in charge of local affairs believe that the councillors have nothing much to contribute in the running of the local bodies. There is also the seeming impression that the government officials dominate over the elected councillors in the decision-making process.

Several of these points unfortunately are relevant in the working of local bodies in India also, but what is of leading interest, whether in India or in Malaysia, is how far the local bodies have come to be firmly established with appropriate powers and responsibilities to satisfy local needs and requirements and whether the elections to and the working of the local bodies can be without partisan party politics creeping in. Administrative functionaries and political leaders in both the countries have to realise the commonality of purpose in stabilising grass root democracy in order to fulfil the expectations of the common people from their local government institutions.—*Reproduced from editorial.*

#### LEGAL AID

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#### LEGISLATIVE COMMITTEES

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The history of the Committee on Petitions, which is nominated by the Speaker every year, goes back to the early twenties of this century. The functions of the Committee are explained and important

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DIXIT, V. Underwriting of capital issues by LIC. *Eastern Economist*, 70(10) 10 Mar. 78, p.424-9.

#### LOCAL FINANCE

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#### LOCAL GOVERNMENT

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HAYWOOD, STUART. Decision-making in local government—the case of an 'independent' council. *Local Government Studies*, 3(4) Oct. 77, p.41-55.

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The structural reforms which the Government is about to introduce are based on the recommendations of the Siriboe and Mills Odoi Commissions. The new four-tier structure consists of: (1) Regional Councils, (2) District Councils, (3) Municipal, urban, local and area councils, and (4) Town and village development committees.

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### LOCAL TAXATION

ADMINISTRATION of octroi. *Nagarlok*, 9(4) Oct.-Dec. 77, p.1-158 (Special issue).

*Contents*: Octroi taxation: a new economic rationale, by Velayudhan Pillai; Octroi in the municipal revenue structure, by K.S.R.N. Sarma; Economic

implications of octroi levy, by S. Rama Rao; Incidence of local taxation on building materials, by B.G. Deshmukh; The octroi question, by J. Chaudhuri; Octroi—can it be abolished? by Satish Kumar; Should octroi be abolished, by B.H. Prabhavalkar; Is there a case for abolition of octroi? by Mahesh Bhatt; Abolition of octroi and compensation to the local authorities, by Abhijit Datta; Municipal business and land taxes: some alternatives to octroi and terminal taxes, by G.D. Sharma; Legal issues in octroi and terminal taxes, by M.K. Balachandran; Administration of octroi in Uttar Pradesh, by K. Sreeram; Abolition of octroi, by R.G. Rele; Octroi—its role in local finance, case for its abolition and alternatives, by N.H. Thacker; Some aspects of octroi administration, by S.M. Krishna Murthy; A note on the abolition of octroi and terminal taxes, by R.D. Sonkar; Levy of octroi in Andhra Pradesh, by Premchand; Abolition of octroi in Madhya Pradesh, by Y.N. Chaturvedi; Proceedings of the seminar on octroi and terminal taxes: a summary; Select bibliography on octroi and terminal taxes, by M.S. Limaye.

MEENAKSHISUNDARAM, K. Octroi: an outmoded and obstructive levy. *Eastern Economist*, 70(2) 13 Jan. 78, p.73-5.

### LOCAL TRANSPORTATION

KAPUR, K.L. Delhi's traffic; private buses ease problem. *Economic Times*, 26 Jan. 78, p.5.

ODLAND, JOHN and JOHN JAKUBS. Urban travel alternatives: models for individual and collective preferences. *Socio-Economic Planning Sciences*, 11(5) 77, p.265-71.

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### MANAGEMENT

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### MANAGEMENT—STUDY AND TEACHING

MANAGEMENT education in India. Survey, 17(2 & 3) Apr.-Sept. 77, p.51-66. (Special issue).

Includes four articles with same title "Management education in India", by J.M. Jatia, A.K. Rungta, J. Sen Gupta and Milan Mookerjee.

ROY, DELWIN A. (Centre for International Affairs, Harvard Univ., United States). Management education and training in the Arab world: a review of issues and problems. Indian Journal of Public Administration, 23(4) Oct.-Dec. 77, p.1022-34.

The Arab world is not only rich but is racing to modernise its administration along sophisticated lines. In this process, the different Arab countries have given an important place to training of their administrative personnel. Depending upon the traditions of the respective country's administration, the nuances of training differ and the impact of the trained personnel in bringing about visible improvement in administration also varies. Dr. Delwin A. Roy takes up this problem in the Arab world for analysis and shows the reactions in the different countries to the training of administrative personnel. The methods and

techniques of training in the different countries differ from what we have here. But the objective of training is the same, namely, an efficient and responsive government, capable of meeting the challenges of social change and development in a dynamic environment.—*Reproduced from Editorial.*

### MANAGEMENT AUDIT

AGARWAL, N.P. Management audit: a necessity. Management Accountant, 13(2) Feb. 78, p.113-16.

### MANAGEMENT BY OBJECTIVES

AMOS, JOHN M. Implementing management by objectives in Missouri government agencies. Midwest Review of Public Administration, 11(2) June 77, p.115-26.

BAVEJA, G.C. Management by objectives. Eastern Economist, 70(8) 24 Feb. 78, p.335-8.

This is the text of keynote address delivered by the author, Additional Secretary and Director General of the Bureau of Public Enterprises, to the fourth seminar on Modern Management Concepts arranged by the National Productivity Council in New Delhi. It deals with management by objectives, corporate plans and the management information system in the public sector.

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OWUSU-ANSAH, K.A. Management by objectives in African civil service context. Greenhill Journal of Administration, 1(4) Jan.-Mar. 75, p.27-38.

WEIHRICH, HEINZ. Getting action into MBO. Journal of Systems Management, 28(11) Nov. 77, p.10-13.

## MANPOWER

RAMANUJAM, M.S., R.K. SHARMA, K. RAGHAVAN and SANT LAL ARORA. Manpower development in rural India (Summary of the study report of the Institute of Applied Manpower Research). *Manpower Journal*, 13(2) July-Sept. 77, p.1-13.

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## MATERIALS MANAGEMENT

SHANKARA, B S. Select bibliography on material conservation. *Productivity*, 18(4) Jan.-Mar. 78, p.583-92.

## MAYORS

SACCO, JOHN F. and WILLIAM M. PARLE. Policy preferences among urban mayors, a comparative analysis. *Urban Affairs Quarterly*, 13(1) Sept. 77, p. 49-72.

## MERIT SYSTEM

LAWLER, EDWARD E., III and RAYMOND N. OLSEN. Designing reward systems for new organizations. *Personnel*, 54(5) Sept.-Oct. 77, p.48-60.

## METROPOLITAN GOVERNMENT

GREEN, HARRY A. (United National Consultant). Urban management and efficiency: a systems perspective. *International Review of Administrative Sciences*, 43(3) 77, p 242-50.

Urban management can be conceptualized at five different levels—the national level, the regional level, the urban or metropolitan community, the service or function level, and the organizational level. Three major aspects of efficiency in urban

management are allocative efficiency, intra-system motivational efficiency, and output efficiency. The author has discussed efficiency as it applies to the national system, the local system, and the service system.

GUEST, AVERY M. The functional reorganization of the metropolis. *Pacific Sociological Review*, 20(4) Oct. 77, p.553-67.

TURNER, CHRIS. Progress in metropolitan structure planning. *Planner*. 63(6) Nov. 77, p.175-8.

## MILK TRADE

MURANJAN, S.W. Factors responsible for increased procurement of milk in Maharashtra. *Artha Vijnana*, 19(4) Dec. 77, p.309-57.

## MINORITIES

NOORANI, A.G. The Minorities Commission. *Indian Express*, 7 Feb. 78, p.6.

SINGH, PARMANAND. Academic and administrative freedom of minority institutions in India. *Journal of the Indian Law Institute*, 19(3) July-Sept. 77, p 296-312.

SRINIVASAN, NIRMALA. Minorities Commission—a critique. *Indian Express*, 31 Jan. 78, p.6.

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## MODERNISM

SHARMA, S.L. Concepts of modernisation: rationality as an alternative interpretation. *Social Action*, 28(1) Jan.-Mar. 78, p 37-49.

## MONEY

DATTA, BHABATOSH. Is demonetisation an effective remedy for black money? *Capital*, 180(4498) 26 Jan. 78, p.124-6.

JAGANNATHAN, N.S. In black and white. *Statesman*, 20 Jan. 78, p.8.

KABRA, KAMAL NAYAN. Demonetisation: right direction but constricted. *Mainstream*, 16(23) 4 Feb. 78, p.11-13.

THIAGARAJAN, N. Demonetisation: first blow to black money. *Indian Express*, 20 Feb. 78, p.9.

### MONOPOLIES

KRISHNA RAO, P.V. MRTTP act—some suggestions. *Chartered Accountant*, 26(9) Mar. 78, p.521-3.

### MOTIVATION

BEKIROGLU, HALUK and TURAN GONEN. Motivation—the state of the art. *Personnel Journal*, 56(10) Nov. 77, p.561-2.

MEHTA, PRAYAG. Employee motivation and work satisfaction in a public enterprise. *Vikalpa*, 2(3) July 77, p.223-36.

VARGA, KAROLY. Who gains from achievement motivation training? *Vikalpa*, 2(3) July 77, p.187-200.

WHERRY, ROBERT J., Sr. and JOHN C. SOUTH. A worker motivation scale. *Personnel Psychology*, 30(4) Winter 77, p.613-36.

### MOTOR TRANSPORTATION

CHANDRA PRAKASH, R. and J.K. IRANI. (Univ. of Mysore). Some issues in public sector road transport management. *Lok Udyog*, 11(2) Feb. 78, p.25-33.

Road transport has relative edge over railways due to some special characteristic features. Despite several obstacles, passenger road transport has made significant progress. Issues in the management of

public sector road transport are categorised and analysed under four heads—form of management, size of the organization, quality of management, and financial performance. It was expected that corporate form of public sector road transport undertakings will provide efficient and economic transport. But it did not happen. A few examples are given to prove that the corporate form has not yielded anticipated results. The optimum unit in road transport industry is fairly small while many corporations have grown into gigantic organizations. The Road Transport Corporation Act, 1950, should be suitably amended to break up these Corporations into smaller and optimum units. Majority of public sector road transport undertakings are running into losses. There are several areas of mismanagement, out of which two important areas—fleet utilisation and personnel management are analysed. Some measures are suggested to improve the performance.

### MUNICIPAL BUDGET

ERVIN, OSBIN L. Illinois' optional municipal budget act: local adoption and implementation. *Midwest Review of Public Administration*, 11(1) Mar. 77, p.43-60.

### MUNICIPAL EXPENDITURES

RAMA RAO, S. and M. NAGESWARA RAO. Inter-municipal expenditure variations—an econometric analysis. *Indian Journal of Economics*, 57(3) Jan. 77, p.341-68.

### MUNICIPAL FINANCE

SULLMAN, ALI AHMED. A new outlook on grants-in-aid for Sudanese local government. *Planning and Administration*, 4(2) Autumn 77, p.22-9.

## MUNICIPAL GOVERNMENT

BAJPAL, T.C. (Lucknow University). Personnel politics in municipal administration. *Civic Affairs*, 25(4) Nov. 77, p.9-13.

This is a case study of a Town Area Committee upgraded as a class IV Municipal Board in 1970. Hurdles and problems created by President and members of the Committee in the discharge of duties by the Executive officer who was appointed on an *ad hoc* basis are described, and issues raised by such a situation are pointed out. Most of the states having Municipal Directorates have created a 'centralised municipal service'. Effectiveness and merits of this personnel system needs evaluation. *Ad hoc* appointments should be reduced to the minimum, and when a local body is upgraded, fresh elections should be held simultaneously.

GOUDY, WILLIS J. Evaluations of local attributes and community satisfaction in small towns. *Rural Sociology*, 42(3) Fall 77, p.371-82.

NOORANI, A.G. Autonomy of municipalities. *Indian Express*, 12 Mar. 78, p.6.

Civic elections are frequently postponed and municipal corporations are often superseded. As extensive constitutional amendments are presently being discussed, constitutional recognition of autonomy for municipalities is worth considering. This issue is discussed in this article in the light of Sri Madhu Limaye's monograph on decentralisation published in September 1973.

SAVAS, E.S. An empirical study of competition in municipal service delivery. *Public Administration Review*, 37(6) Nov.-Dec 77, p.717-24.

SRIVASTAVA, SARASWATI. (Banaras Hindu Univ., Varanasi). Power structure in urban India — a case study of Varanasi City. *Civic Affairs*, 25(3) Oct. 77, p.9-20; 25(4) Nov. 77, p. 15-28.

This paper reports the findings of an investigation into the power structure of urban community in the city of Varanasi. Social and occupational characteristics and prior-career background of the members of the municipal corporation and its officials is used for the analysis of the changes in the power structure. As corporators, economic social notables are gradually being replaced by middle-class business-men, professional politicians and representatives of organised labour, caste and community associations. Hardly a few local politicians aspire for state-level leadership and their most important role is to act as intermediaries between the people and the bureaucracy. As municipal corporators have not much power to wield, people aspiring for real power are not attracted to municipal politics.

## MUNICIPAL GOVERNMENT— STUDY AND TEACHING

MILLER, LYNN S. and LAURENCE RUTTER, eds. A special symposium: strengthening the quality of urban management education. *Public Administration Review*, 37(5) Sept.-Oct. 77, p. 567-630.

*Contents*: Introduction; Stimulating the exchange of experience, by Donna E. Shalala; Academic/practitioner interchanges: suggested guidelines, by Richard E. Zody; Recommendations for strengthening urban management education and ICMA/NASPAA corporation, by Mel D. Powell; ICMA/NASPAA project subcontractors; Breaking barriers: urban managers and academics working together, by Raymond A. Shapek; Managers and professors, by Roger A. Davis, Mary L. Harty and Robert A. Barrett; Promoting academic/practitioner interaction: the Memphis experience, by A. Robert Thoeny; A stronger relationship: the Illinois City Management Association and Northern Illinois University, by Robert A. Weidaw, John W. Swain, Michel S. Husby, and John A. Reh fuss; Faculty/practitioner

exchanges : two models in Texas, by Willard B. Stouffer, Thomas J. Williams, and Bascombe R. Fuller: The problems of race and sex in public agency staffs, by Thomas F. Brereton: The Colorado Project: the urban manager as an agent of planned change, by Robert F. Wicox and Charles H. Stromberg: Bridging the gap : innovators to strengthening academic/practitioner relationships, by Frank K. Gibson and Judith Mohr; Building academic/practitioner partnerships in North Texas, by David W. Tees. Improving education for local management : practitioner-University cooperation in West Virginia, by David G. Williams; Two years later : is urban management education stronger? by Lynn S. Miller.

### NATIONALISM

KAUSHIK, SURENDRA NATH. National integration : a theoretical perspective. *Political Science Review*, 16(3-4) July-Sept. 77, p. 22-36.

MARICAN, Y. MANSOOR. Democracy and national integration. *Political Science Review*, 16(3-4) July-Sept. 77, p. 45-52.

### NOISE

GARG, R.B.L. Creating consciousness about the menace of noise. *Capital*, 180(4495) 5 Jan. 78, p.13-15.

### NON-VIOLENCE

WOODWARD, BEVERLY. Institutionalization of non-violence. *Alternatives*, 3(1) Aug. 77, p. 49-73.

### NUTRITION

GOPALAKRISHNA, G.G. Review of regional economic development : nutritional status of urban households of southern states 1971-72. *Southern Economic Review*, 6(1) July 77, p.63-76.

The aim of the study is to analyse the data collected in the 26th Round of the NSS relating to details of quantity and value of 101 articles of domestic food consumption during a period of one month. The area coverage is restricted to the urban blocks in four states, viz., Andhra Pradesh, Kerala, Mysore and Tamil Nadu and the basic readymade data are taken from Report No. 258/9.

### OCCUPATIONAL MOBILITY

ADEPOJU, A. Migration, economic opportunities and occupational mobility : a case study in Western Nigeria. *Quarterly Journal of Administration*, 11(3) Apr. 77, p.167-83.

### OILSEEDS

SEN, N. Potential of minor oilseeds. *Economic Times*, 12 Jan. 78, p.5.

### OMBUDSMAN

DHAVAN, RAJEEV. Engrafting the ombudsman idea on a parliamentary democracy — a comment on the Lokpal bill, 1977. *Journal of the Indian Law Institute*, 19(3) July-Sept. 77, p.257-82.

GREGORY, ROY. Court line, Mr. Benn and the Ombudsman. *Parliamentary Affairs*, 30(3) Summer 77, p. 269-92.

MARSHALL, GEOFFREY. Reforming the parliamentary commissioner. *Public Administration*, 55 Winter 77, p. 465-8.

'Our fettered ombudsman', a report by Justice, was published in 1977. In this report, the Committee chaired by David Widdicombe has pointed out the obvious flaws in the British Ombudsman machinery. Here the flaws are summed up under five headings : appointment and staffing, access, maladministration, publication, and scope of jurisdiction.

## OPERATIONS RESEARCH

TATE, T. BERNARD. Teaching operational research technique. *Operational Research Quarterly*, 28(4, i) 77, p. 765-79.

## ORGANIZATION

CALLON, MICHAEL and JEAN-PIERRE VIGNOLLE. Breaking down the organization : local conflicts and societal systems of action. *Social Science Information*, 16(2) 77, p.147-67.

DE, NITISH R. Initiation process in designing new forms of works organisation. *Economic Times*, 2 Mar. 78, p.5; 3 Mar. 78, p.5.

MEYER, JOHN W. and BRIAN ROWAN. Institutionalized organizations : formal structure as myth and ceremony. *American Journal of Sociology*, 83(2) Sept. 77, p.340-63.

MOCH, MICHAEL K. and EDWARD V. MORSE. Size, centralization and organizational adoption of innovations. *American Sociological Review*, 42(5) Oct. 77, p. 716-25.

OGUNDIMU, BAMIDELE A. The operational functions of hierarchy in complex organisations. *Greenhill Journal of Administration*, 2(4) Jan.-Mar. 76, p. 92-9.

SARPONG, KWAME. Organizational interdependence in politically charged environments : an hypothesis. *Greenhill Journal of Administration*, 2(4) Jan.-Mar. 76, p. 7-27.

## PAKISTAN—POLITICS

CHINTAN, DEVENDRA. Pakistan : search for silver-lining. *Mainstream*, 16(24) 11 Feb. 78, p.6-8.

MATHUR, P.C. Theories of nation-building in the Indian subcontinent : a political analysis with special reference to emergence of the state of Bangladesh. *Indian Journal of Political Science*, 38(4) Oct.-Dec. 77, p. 435-43.

PICKARD, CYRIL. Change in Pakistan. *World Today*, 33(12) Dec. 77, p. 446-53.

## PENSIONS

HIGUCHI, TOMIO. Pensions in the Japanese rural sector. *International Labour Review*, 116(3) Nov.-Dec. 77, p. 315-29.

WOLFF, KARL-HEINZ. Improving the efficiency of complementary pension schemes. *International Social Security Review*, 30(2) 77, p.217-21.

## PERSONNEL—CLASSIFICATION

MAYER, ROBERT N. A progressive approach to secretariat classification. *Personnel Journal*, 56(12) Dec. 77, p. 608-10.

## PERSONNEL—DISMISSAL

BALA, M.S. Need for caution in retrenching workers. *Capital*, 180(4502) 23 Feb. 78, p.264-5.

## PERSONNEL-EMPLOYEE RELATIONS

SHARMA, JITENDRA M. Management and resolution of conflicts. *Indian Management*, 17(2) Feb. 78, p.17-23.

## PERSONNEL—SELECTION

BERGER, LANCE A. Beneath the tip of the iceberg : how to handle the employee selection decision. *Personnel*, 54(5) Sept.-Oct. 77, p. 61-7.

KLIMOSKI, RICHARD J. and WILLIAM J. STRICKLAND. Assessment centers—valid or merely prescient. *Personnel Psychology*, 30(3) Autumn 77, p. 353-61.

## PERSONNEL—SERVICE RATING

DEY, BATA K. Performance appraisal—the absent-minded dimensions. *Management, in Government*, 9(3) Oct.-Dec. 77, p. 251-65.



## PERSONNEL—TRANSFER

PINDER, CRAIG C. Multiple predictors of post-transfer satisfaction: the role of urban factors. *Personnel Psychology*, 30(4) Winter 77, p.543-56.

## PERSONNEL, MUNICIPAL

RICH, WILBUR C., ed. A mini-symposium: the municipal civil service under pressure. *Public Administration Review*, 37(5) Sept.-Oct. 77, p.505-19.

*Contents*: Introduction; The demand for productivity in the municipal civil service, by Marc Holzer; City affirmative action efforts, by John Tepper Marlin; Minority employment and collective bargaining in the public sector, by Michael B. Preston; Trying to avoid layoffs, by David T. Stanley; Civil servants, municipalities, and courts, by Wilbur C. Rich.

PERSONNEL, MUNICIPAL—  
STRIKES

PERRY, JAMES L. and LESLIE J. BERKES. Predicting local government strike activity: an exploratory analysis. *Western Political Quarterly*, 30(4) Dec. 77, p.513-27.

## PERSONNEL, PUBLIC

CALMFORS, HANS. Co-influence for local government employees in Sweden. *Planning and Administration*, 4(2) Autumn 77, p.62-7.

PERSONNEL, PUBLIC—EMPLOYEE  
RELATIONS

KRAJCIK, RICHARD S. Labour-management relations in state and local government: impact of judicial policy making 1965-1974. *Midwest Review of Public Administration*, 11(2) June 77, p.127-34.

PERSONNEL, PUBLIC—JUDICIAL  
DECISIONS

MARION, DAVID E. Some recent public personnel decisions and the "unconstitutional conditions" doctrine. *Midwest Review of Public Administration*, 11(2) June 77, p.151-6.

## PERSONNEL, PUBLIC—PAY PLANS

MCGREGOR, ALAN. Salary drift: the case of local government. *Oxford Bulletin of Economics and Statistics*, 39(3) Aug. 77, p.189-201.

## PERSONNEL. PUBLIC—SELECTION

SPECIAL issue on selection. *Public Personnel Management*, 6(6) Nov.-Dec. 77, p.371-451.

*Contents*: Equal employment opportunity: preferential quotas and unrepresented third parties, by Carl F. Goodman; Practical aspects of fair employment litigation, by Joseph B. Scott; Content validity: three years of talk—what's the action? by Robert M. Guion; Documentation of selection and promotion test questions; are your records sagging? by Thelma Hunt and Clyde J. Lindley; Don't forget those reference checks, by Robert B. Best; Minneconsin: a behaviour-based oral test, by James W. Sever, Robert W. Knippenberg and Vincent J. Perfetto; Oral interviews for screening social worker applicants, by James L. Moro; Findings selection research data: federal agencies as a source, by Robert G. Pajer; Validation of minimum qualifications, by John W. Gibson and Erich P. Prien.

PERSONNEL, PUBLIC—SERVICE  
RATING

KULKARNI, D.K. (Univ. of Bombay). Performance appraisal in public administration. *Public Administrator*, Jan. 78, p.113-22.

There is no escape from performance appraisal if we are to run organisations and help personnel to achieve their goals. A number of useful ideas were presented at the seminar-cum-workshop on performance appraisal practices organised in Aug. 1977 by the Administrative Staff College of the Government of Maharashtra. Here an attempt is made to integrate those ideas into a coherent scheme of performance appraisal, which can be relevant to public administration.

#### PERSONNEL, PUBLIC—STRIKES

KHANNA, K.K. Ethics of strikes by public employees. *Economic Times*, 25 Mar. 78, p.5.

In private organisations the adverse effects of the strike are felt directly by management and workers themselves. But in case of strike in public organisations or the settlement of it the party affected the most is the citizen. The consequences of a strike by public employees are felt more intensely in a country like India where a phenomenal increase in the size of bureaucracy has taken place due to a plethora of activities undertaken by government. In government sector, it is the citizen who actually pays for the employees' salaries and other benefits through the exchequer. The author has pointed out a few salient questions the public employees should answer satisfactorily before the notice for strike is given.

PENDSE, SANDIP. Maharashtra government employees' strike. *Economic and Political Weekly*, 13(9) 4 Mar. 78, p.445-8.

This article deals with the 54-day strike by nearly a million government employees of Maharashtra. It began on 14th December, 1977. Various unique and noteworthy features of this strike are discussed. The strike was neither sponsored nor controlled by any political party but the Chief Minister 'politicised' it. Complications in the organisation and conduct of

the struggle by such a large number of employees are pointed out. Government and mass media were hostile to the strike while the common man was largely indifferent.

#### PERT

WEIDMAN, DONALD R. Writing a better RFP : ten hints for obtaining more successful evaluation studies. *Public Administration Review*, 37(6) Nov.-Dec. 77, p.714-17.

#### PLANNING

BAUM, HOWELL S. Toward a post-industrial planning theory. *Policy Sciences*, 8(4) Dec. 77, p.401-21.

MITROFF, IAN I., VINCENT P. BARABBA and RALPH H. KILMANN. The application of behavioral and philosophical technologies to strategic planning : a case study of a large federal agency. *Management Science*, 24(1) Sept. 77, p.44-58.

#### POLICE

ALLEN, GREGORY. The new police : London and Dublin—the birth of the Dublin metropolitan police. *Police Journal*, 50(4) Oct.-Dec. 77, p. 304-17.

BADAL, M. What's wrong with our police? *Times of India*, 19 Mar. 78, p.8.

In the light of the functioning of police during emergency, people will not tolerate further government indifference in this matter. The Indian police system has remained unchanged since 1961 and very soon the national police commission will recommend changes. Various issues the commission should consider are pointed out. We need a suitable balance between autonomy and control, tradition and innovation, pride and humility, efficiency and working conditions.

CHAPMAN, BRIAN. The Canadian police : a survey. Government and Opposition, 12(4) Autumn 77, p.496-516.

CHARAN SINGH (Union Home Minister) Changing role of the police. Indian Police Journal, 24(1) July-Sept. 77, p.3-10.

Radical changes in the political, socio-cultural and economic fields after independence have made the role of the police increasingly complex. Law enforcement and crime control will ever remain the basic function of the police, only the manner in which this role is performed calls for change. Various factors responsible for poor image of the police in public mind are discussed. This image can be improved through high standards of recruitment and training. Whatever measures are taken to transform the police system to meet the needs of the welfare, the police role can be efficient only with active public support and co-operation.

GRIFFETH, RODGER W. and THOMAS P. CAFFERTY. Police and citizen value systems : some cross-sectional comparisons. Journal of Applied Social Psychology, 7(3) July-Sept. 77, p.191-204.

KHANDELWAL, BRIJ. Police and the total revolution. Janata, 33(2) 12 Feb. 78, p.14-16.

Preservation of basic human rights is one of the major functions of police. But unfortunately the police has become a powerful instrument of exploitation and tyranny, misusing the legal system to the detriment of the common man. The latest development is the tie-up among the police, the politicians, the capitalist and the anti-social elements. Their deplorable role during emergency shows that the police set-up needs reorientation and humanisation. Some reform measures are suggested.

KRISHNASWAMY, N. (Additional I.G.P., Tamil Nadu). Police-public interaction. Indian Police Journal, 24(1) July-Sept. 77, p.11-14.

Rapid expansion of police-public interaction, with humanistic police response is essential for any police reform. Our present inter-action is limited, legalistic and mechanistic. The Japanese police system is briefly explained and it is suggested that we can learn much from Japanese system having emphasis on beat function and a wide range of human inter-action with public.

SETHI, H.S. CRPF'S record of humane service. CBI Bulletin, 12(1) Jan. 78, p.7-8.

The Central Reserve Police Force is truly secular in character as the men in a battalion belong to no single state or community. It is not only a strong arm of the Centre for maintaining order but is also increasingly asked to assist civil administration in various humanitarian tasks in saving lives and property. A number of examples are given to carry home the point.

UPADHYAY, B.B. Police process, concept, structure and function. CBI Bulletin, 12(2) Feb. 78, p.4-6.

## POLICE, PRIVATE

SPITZER, SETVEN and ANDREW T. SCULL. Privatization and capitalist development : the case of the private police. Social Problems, 25(1) Oct. 77, p.18-29.

## POLICE PATROL

PITTMAN, JULIAN V. and CHARLES Y. THOMASON, III. Quantification of the task performance of a uniformed police patrol officer : a group process approach. Socio-Economic Planning Sciences, 11(5) 77, p.239-48.

## POLITICAL PARTICIPATION

CHACKERIAN, RICHARD and OMAR FATHALY. Local leadership and mass participation in Libya. Indian Political Science Review, 7(1) Jan. 78, p.25-42.

## POLITICAL PARTIES

DIWAN, PARAS. Indian political parties in the working of parliamentary democracy: an analysis. *Journal of the Indian Law Institute*, 19(3) July-Sept. 77, p.217-40.

KATZENSTEIN, MARY F. Mobilization of Indian youth in the Shiv Sena. *Pacific Affairs*, 50(2) Summer 77, p.231-48.

KRISHNAN, P. Toward a mathematical representation of growth of political parties in India. *Indian Political Science Review*, 7(1) Jan. 78, p.1-7.

KULKARNI, V.B. Sound party system. *Indian Express*, 8 Jan. 78, p.6.

LIEBER, NANCY I. Ideology and tactics of the French Socialist Party. *Government and Opposition*, 12(4) Autumn 77, p.455-73.

MARTIN, COLIN and DICK MARTIN. The decline of Labour Party membership. *Political Quarterly*, 48(4) Oct.-Dec. 77, p.459-71.

MINKIN, LEWIS. The Labour Party has not been hi-jacked. *New Society*, 42(783) 6 Oct. 77, p.6-8.

STORY, JONATHAN. Spanish political parties : before and after the election. *Government and Opposition*, 12(4) Autumn 77, p.474-95.

## POLITICAL PSYCHOLOGY

PANDEY, JAWAHAR LAL and VIJAY KUMAR. Political education : an empirical framework. *Indian Journal of Political Science*, 38(4) Oct.-Dec. 77, p.506-20.

## POLITICAL SOCIOLOGY

JENA, B.B. Political sociology : an axial to micropolitical theory. *Indian Journal of Political Studies*, 2(1) Jan. 78, p.58-66.

## POLLUTION

SEDDON, V.J. Localised pollution and economic welfare. *Journal of Environmental Management*, 5(4) Oct. 77, p.379-93.

VILLANUEVA, A.B. (Western Illinois University College of Arts and Sciences, United States). Pollution control and state politics : the case of Illinois. *Indian Journal of Public Administration*, 23(4) Oct.-Dec. 77, p.991-1021.

Atmospheric pollution is a national and international menace and problems of its control have evoked wide interest among the affluent and developing countries. Perhaps the extent of pollution is more in the developed countries than in the developing; in the latter, exploitation of nature's resources has not yet reached the dangerous proportions that it has in the affluent world. About the need to check pollution, there is no difference of opinion; in principle, the dangers of uncontrolled pollution sources are clear to the naked eye. The question is as to who among the several government agencies in a country should take the lead, oversee, meet the cost and put the necessary checks on those enterprises causing pollution. This is an area where public good comes in direct clash with influential vested interests moved only by short-term gains. Illustrating the problem, Shri Villanueva cites the case of the State of Illinois and brings out the confusion that arises because of the absence of demarcation of the exercise of control measures between the state and local bodies, on the one hand, and the special bodies created for the specific purpose, on the other. The quasi-judicial powers of some of these bodies come into conflict very frequently with the supposed rights of industrial firms, accused of polluting the surroundings, and the resort to courts is not rare as a method of delaying anti-pollution actions.

In India we may not have yet reached this stage but already the congested cities and metropolitan towns have made sufficient impact and experience of pollution. Fortunately, the government as well as public opinion are quite alive to its dangers but vigilance is called for all along. Informed thinking on how to check pollution is already finding expression and it may not be long before we are also called upon to frame such laws as may be necessary apportioning relevant responsibilities to the different authorities at the federal, unit and local levels and avoiding those conflicts which seem to be paralysing timely and effective action in this respect in Illinois. This is an issue of consequence for the future of the country and calls for socially informed policies and programmes with appropriate legal sanction.—  
*Reproduced from editorial.*

#### POPULATION

BORGSTROM, GEORG. The food-population crisis—how near the limit? *Population Review*, 20(1 & 2) Jan.-Dec. 76, p.32-40.

JAIN, UDAI. Competition tolerance and need hierarchy pattern as related to population growth. *ICSSR Research Abstracts Quarterly*, 5(3 & 4) July-Dec. 76, p.81-90.

MITRA, PARTHA PRATIM. India's growing millions. *Yojana*, 22(5) 16 Mar. 78, p.27-8.

O'KANE, JAMES M. and LILLIAN T. COCHRAN. Population explosion? *Population Review*, 20(1 & 2) Jan.-Dec. 76, p.45-53.

#### POVERTY

TERNOWETSKY, GORDON W. Income maintenance and the culture of poverty in Australia. *International Social Work*, 20(4) 77, p.2-13.

#### PRESIDENTS

AKINSANYA, ADEOYE. The office of the Nigerian President—dignified or what? The experience of the 1964-65 constitutional crisis. *Journal of the Indian Law Institute*, 19(2) Apr.-June 77, p.131-68.

ANISUZZAMAN, MOHD. and MOHAMMAD MOHABBAT KHAN. Presidential power: a view from the President-advisors interaction process, *Indian Political Science Review*, 7(1) Jan. 78, p.88-106.

DEXTER, LEWIS A. Court politics: Presidential staff relations as a special case of a general phenomenon (Comments by Elizabeth W. Marvick, Dan. H. Fenn, Jr., and Francis E. Rourke). *Administration & Society*, 9(3) Nov. 77, p.267-304.

GALLAGHER, MICHAEL. The Presidency of the Republic of Ireland: implications of the 'Donegan affair'. *Parliamentary Affairs*, 30(4) Autumn 77, p.373-84.

MATHEW, K.K. Dilemma of the president. *Hindu*, 11 Jan. 78, p.8.

#### PRESS

DEV, DHARAM YASH. AINEC and its turncoats and chameleons. *Mainstream*, 16(19) 7 Jan. 78, p.9-10.

KHANNA, H.R. Freedom of the press. *Economic Times*, 29 Mar. 78, p.5.

This article is based on the address to the Indian Editors Guild.

NAIR, R. MADHAVAN. Powers of Press Council; no guarantee of press freedom. *Times of India*, 31 Mar. 78, p.8.

SARKAR, CHANCHAL. The press. *Seminar*, (221) Jan. 78, p.67-9.

SEN, A. G. Growth patterns of Indian newspapers. *Economic Times*, 19 Mar. 78, p.4.

### PRESSURE GROUPS

CUTLER, NEALE E. Demographic, social-psychological, and political factors in the politics of aging : a foundation for research in "political gerontology". *American Political Science Review*, 71(3) Sept. 77, p.1011-25.

SALAMON, LESTER M. and JOHN J. SIEGFRIED. Economic power and political influence : the impact of industry structure on public policy. *American Political Science Review*, 71(3) Sept. 77, p.1026-43.

### PREVENTIVE DETENTION

BHAGWAT, NILOUFER. Institutionalising detention without trial. *Economic and Political Weekly*, 13(11) 18 Mar. 78, p.510-13.

NOORANI, A.G. Preventive detention bill. *Indian Express*, 11 Jan. 78, p.6.

PURI, BALRAJ. Implications of the Kashmir safety ordinance. *Janata*, 32(49) 22 Jan. 78, p.7-9.

SAHAY, S. Dropped at last. *Statesman*, 30 Mar. 78, p.9.

SHOURIE, ARUN. Emergency detentions. *Indian Express*, 23, Feb. 78, p.6; 24 Feb. 78, p.6; 27 Feb. 78, p.6.

### PRICE INDEXES

PARAKAL, PAULY V. Index do not reflect real price line. *New Age*, 26(9) 26 Feb. 78, p.5, 13.

### PRICES

KULKARNI, SUMITRA. Price rise: can we check it ? *Yojana*, 22(5) 16 Mar. 78, p.25-7.

### PRIME MINISTERS

MESZAROS, J. WILLIAM. Popular evaluation of German Chancellors, 1950-66: an investigation of the Chancellor effect. *British Journal of Political Science*, 7(4) Oct. 77, p.493-509.

### PROBLEM SOLVING

GRAHAM, ROBERT J. and MOHAMMAD JAHANI. People, problems and planning: a systems approach to problem identification. *Interfaces*, 8(1,Pt.1) Nov. 77, p.50-5.

### PROHIBITION

KANETKAR, V.G. The police and prohibition. *Indian Express*, 4 Jan. 78, p.6.

Complete prohibition which is now relaxed, was introduced in old Bombay province in 1950. The author was appointed Police Commissioner of Bombay in 1960 and assumed direct control for enforcement of prohibition. In this article he has narrated his personal experiences. Illicit distillation was widespread because of considerable demand for cheaper type of liquor. Enforcement of dry law is a difficult task and gives rise to corruption in police, the enforcing agency. Making a state dry solely with the help of law is an impossible task. The only practical solution is to keep the bad results of liquor under reasonable control.

KRIPALANI, J.B. A Gandhian approach to prohibition. *Indian Express*, 15 Mar. 78, p.6.

### PROJECT MANAGEMENT

GUPTA, L.C. Project engineering and project economics : the twin aspects of a feasibility study. *Management Accountant*, 13(2) Feb. 78, p.110-12.

KAPUR, D.V. The system approach to project management—some thoughts and experiences. Lok Udyog, 11(8) Nov. 77, p.9-13.

LEMIRE, JEAN-MARC. Program design guidelines. Canadian Public Administration, 20(4) Winter 77, p.666-78.

SRINIVASAN, A.V. Project management: Indian style. Indian Management, 17(2) Feb. 78, p.5-12.

YOUNGER, ROBERT. Organization alternatives for project managers. Management Review, 66(11) Nov. 77, p.46-53.

#### PROPERTY TAXES

LINER, CHARLES D. Property tax relief through a circuit-breaker system. Popular Government, 43(2) Fall 77, p.28-31, 47.

#### PUBLIC ADMINISTRATION

BOWMAN, JAMES E. Ethics in the Federal services : a post-Watergate view. Midwest Review of Public Administration, 11(1) Mar. 77, p.3-20.

CHATURVEDI, T.N. (Chief Commissioner, Chandigarh). Sardar Patel's contribution to public administration. Indian Journal of Public Administration, 23(4) Oct.-Dec. 77, p.859-74.

Both Nehru and Patel, when they took over the administration, viewed the administrative personnel with a modicum of legitimate suspicion, initially. But both of them got over this trait quickly but differently. As somebody has aptly put it, Nehru, the thinker, wanted the Administration to understand him while Patel, the realist, wanted to understand the limitations as well as the possibilities of the Administration.

This article takes us through the impressive record of this phase of Sardar Patel's life and provides an appraisal of his contribution to administration.—  
*Reproduced from editorial.*

CHAVAN, S.B. (Former Maharashtra Chief Minister). Public administration, an agenda for action. Public Administrator, Jan. 78, p.5-13.

This is a Presidential address delivered at the 21st Annual General Meeting of the Maharashtra Regional Branch of the Indian Institute of Public Administration on 19th June 1976. In spite of fantastic achievements during three decades of self-rule, we are still far away from an ideal society. A clean, efficient and motivated administration is the sine qua non for all political and economic progress. Selection of public administrators must ensure requisite skill, competence, character and compassion and these be upgraded by means of adequate training courses. Procedures and practices have to be simplified to avoid delays which give an opportunity to corrupt administrators and politicians. Delays are also caused by absence of adequate delegation of administrative and financial powers. A few suggestions are offered regarding what the Institute can do in improving public administration.

GULICK, LUTHER. Democracy and administration face the future. Public Administration Review, 37(6) Nov.-Dec. 77, p.706-11.

HOLMES, JEAN. Administrative style and Sir Frederic Eggleston. Australian Journal of Public Administration, 36(3) Sept. 77, p.249-57.

Sir Frederic Eggleston is renowned for his practical advocacy of the statutory corporation as the most effective way for the State to provide necessary community services. The purpose of this article is to explore the relationship between Eggleston, the liberal political thinker, and Eggleston, the liberal political administrator during his time as a member of Victorian Cabinet from 1924 to 1927.

JAGJIVAN RAM. (Union Defence Minister). Public administration for a developing society. Public Administrator, Jan. 78, p.1-4.

This is a gist of the address delivered to the Maharashtra Regional Branch of the Indian Institute of Public Administration on 21st October 1976. Public Administrators have a major share in solving the plethora of problems left behind by the Britishers. The commitment of bureaucracy should not be to the party in power but to the basic and cardinal principles of the constitution and the government programmes for the fulfilment of those principles. Our predominantly rural population, many of whom live below the poverty line, cannot wait indefinitely for the redemption of their problems.

KIRK-GREENE, A.H.M. The contribution of public administration to African studies. Journal of Administration Overseas, 16(4) Oct. 77, p.258-64.

KOOPERMAN, LEONARD and STEPHEN ROSENBERG. The British administrative legacy in Kenya and Ghana. International Review of Administrative Sciences, 43(3) 77, p.267-72.

In both countries, Kenya and Ghana, the legacy of colonial administration generated similar problems that challenged the post-independence regimes of each. This paper is an overview of colonial administration in each country and its legacy in terms of the demands that it placed upon the emerging nation.

MOLLER, JERGEN NUE. The development of the Danish system of public management. Local Finance, 6(5) Oct. 77, p.3-8.

NAMBIAR, K.K.G. Revamping the style of administration. Indian Express, 28 Mar. 78, p.6.

The role and activities of the government have greatly expanded to achieve

better living standard for the citizens. But the administrative set-up has largely remained unchanged and is unable to cope up with various new tasks entrusted to it. The administration cannot escape the blame for failure in functioning as an agency for development and builder of a welfare state. Apart from indifference to people, corruption has assumed a menacing proportion. The style and culture of our administration should be based upon effective and quick implementation of development programmes.

REYNOLDS, HARRY W., Jr. The new public administration texts—where are we going? Midwest Review of Public Administration, 11(1) Mar. 77, p.21-34.

STEEL, DAVID R. and JEFFREY STANYER. Administrative developments in 1975 and 1976: a survey. Public Administration, 55 Winter 77, p.385-433.

#### PUBLIC ADMINISTRATION— RESEARCH

HAWKER, GEOFFREY. Research use: some recent Australian experience. Political Science, 29(1) July 77, p.57-65.

#### PUBLIC ADMINISTRATION—STUDY AND TEACHING

ENGELBERT, ERNEST A. The findings and implications of a survey of standards and accreditation for educational programs in public administration. Public Administration Review, 37(5) Sept.-Oct. 77, p.520-7.

FRITSCHLER, A. LEE and A.J. MACKELPRANG. Graduate education in public affairs/public administration: results of the 1975 survey. Public Administration Review, 37(5) Sept.-Oct. 77, p.488-94.

#### PUBLIC DISTRIBUTION SYSTEM

CHAKRAVARTY, NITISH. Holding the price line. Hindu, 20 Feb. 78, p.8.



## PUBLIC OFFICIALS

DUBHASHI, P.R. (Ministry of Civil Supplies & Co-operation). The lighter side of the profession of public administration. *Public Administrator*, Jan. 78, p.93-7.

In his administrative career extending over two decades the author has worked in the field, in the State and Central Secretariat and as the head of three national training institutions. In this article he has recounted several anecdotes from his experience. Various meetings provide some relief from constant pressure of files in Secretariat. Participation in all-India conferences and seminars enables one to combine sight seeing with business. In field assignments, touring provides a bit of variety. According to the author semi-academic training assignments can be considered as the lighter side of administrative career. In administration one comes into contact with a large number of persons and these human relationships lighten the burden of administration.

MOSHER, FREDERICK C. and RICHARD STILLMAN, Jr., eds. The professions in government : a symposium. *Public Administration Review*, 37(6) Nov.-Dec. 77, p.631-85.

*Contents* : Introduction; Military professionals in changing times, by William J. Taylor, Jr.; Foreign affairs officials : professionals without profession? by William J. Bacchus; Educational administration : an ambiguous profession, by Edith K. Mosher; The city manager : professional helping hand, or political hired hand? by Richard J. Stillman, II; Urban planners : doctors or midwives? by William C. Baer; The professionalization of police : efforts and obstacles, by Richard A. Staufenberger.

## PUBLIC OPINION

BRUNNER, RONALD D. An "international" alternative in public opinion research. *American Journal of Political Science*, 21(3) Aug. 77, p. 435-64.

## PUBLIC POLICY

CHANDLER, WILLIAM M. Canadian socialism and policy impact : contagion from the left? *Canadian Journal of Political Science*, 10(4) Dec. 77, p.755-80.

FORD, THOMAS R. (Univ. of Kentucky). The production of social knowledge for public use. *Social Forces*, 56(2) Dec. 77, p.504-18.

In recent years social scientists have reviewed and evaluated a number of experiences with applied social research. There is a growing consensus that social knowledge produced for policy-action purposes should be substantively different from that produced for disciplinary purposes. Not all of the research procedures developed to produce disciplinary knowledge are applicable under the conditions of policy-action research, and scientific techniques have not been developed to produce certain kinds of needed social knowledge. The organization and administrative procedures of academic institutions have been found inadequate for the production of many types of policy-action knowledge. Nevertheless, there is still widespread agreement that academic institutions should provide the basic training of policy-action researchers.—*Reproduced*.

HALACHMI, ARIE. (Tele-Aviv University, Israel). The use of policy evolution in policy making. *Indian Journal of Public Administration*, 23(4) Oct.-Dec. 77, p.1035-52.

Evaluation is often taken to be a post-implementation measure to serve as a guide in the formulation of projects that come subsequently. According to Dr. Halachmi, this is to put an unnecessary limit on a useful tool. He holds that a policy itself can be evaluated, even during the course of its implementation, at different stages. The advantage obviously is that, as a consequence of such evaluation, changes can be brought about mid-stream so that

the objectives of the original policy are realized and the cost of implementation kept within the limit originally estimated. But in applying corrective action, whether it be policy or programme, a scientific approach and integrity of purpose are called for. This is a new dimension given to the evaluation technique and can be made use of in all sectors of planning, even where the projects have multifarious objectives and where there are several parameters to be dealt with. In other words the policy evaluation technique is useful where variations are likely to occur during project implementation; policy evaluation anticipates such variations and, to the extent possible, provide for them by suggesting necessary alterations at the stage where such alterations may not be expensive, whether moneywise or objectwise. A built-in system of evaluation is the *sine qua non* of administrative adequacy and responsiveness. It also helps to maximise the use of limited resources in a milieu of competing needs for development.—*Reproduced from editorial.*

HURLEY, PATRICIA, DAVID BRADY and JOSEPH COOPER. Measuring legislative potential for policy change. *Legislative Studies Quarterly*, 2(4) Nov. 77, p.385-98.

INGLEHART, RONALD, ed. Policy problems of advanced industrial society. *Comparative Political Studies*, 10(3) Oct. 77, p.291-472. (Special issue).

*Contents* : Policy problems of advanced industrial society : introduction, by Ronald Inglehart; The changing face of advanced industrial economies; a post-Keynesian view, by Burkhard Strumpel; Political constraints on economic strategies in advanced industrial societies, by Andrew Martin; Energy policy and the politics of economic development, by Leon N. Lindberg; Elite transformation in advanced industrial societies : an empirical assessment of the theory of technocracy, by Robert D. Putnam; Achieving equality

through educational expansion : problems in the Swedish experience, by Arnold J. Heidenheimer; Politics and the urban environment; the city of Moscow, by David E. Powell; Political dissatisfaction and mass support for social change in advanced industrial society, by Ronald Inglehart.

KHAN, MOHAMMED MOHABBAT. (Dacca Univ., Bangladesh). The role of professionals in public policy making. *Indian Journal of Political Studies*, 2(1) Jan. 78, p.38-42.

The dimension and extent of influence of professionals in public policy decisions is increasing even in developing countries. The focus of this paper is on the crucial role the professionals play in the making of public policies. The word "professionals" is used here inter-changeably with a "bureaucrat holding a higher level position". The professionals have influence over the overall policy making process because of, (1) their ready access to existing centres of power, (2) political weightage (value) attached to their information, (3) their monopolistic position due to the possession of relevant knowledge and information, (4) their possibilities of forming coalition with other parties, like other experts, the press, and politicians outside the government, and (5) the cost of external intervention. As information is stored in bureaucracy the actual content of the policy has more often become a matter of bureaucratic determination. The real danger behind influence of professionals is that the interest of a few may overwhelm that of the majority. This conflict between professional ethics and societal values can be removed if the professionals come from different classes in society.

REIN, MARTIN and SHELDON H. WHITE. Can policy research help policy? *Public Interest*, (49) Fall 77, p.119-36.

SMITH, R.F.L. Public policy and political choice : a review article. Australian Journal of Public Administration, 36(3) Sept. 77, p.258-73.

WEISS, CAROL H. Research for policy's sake : the enlightenment function of social science research. Policy Analysis, 3(4) Fall 77, p.531-45.

#### PUBLIC RELATIONS

SATYA DEVA. Public relations in a developing democracy. Management in Government, 9(2) July-Sept. 77, p.122-30.

#### PUBLIC WELFARE

BARMACK, JUDITH A. The case against in-kind transfers : the food stamp program. Policy Analysis, 3(4) Fall 77, p.509-30.

BHARGAVA, P.K. A note on some policy implications of the welfare economics. Indian Journal of Economics, 57(224) July 76, p.127-9.

CHOPRA, S.L. State social welfare boards : new horizons. Social Welfare, 24(12) Mar. 78, p.29-30.

JAFFE, ELIEZER. Design for neighborhood welfare services. Planning and Administration, 4(2) Autumn 77, p.68-75.

KLEIN, RUDOLF. Democracy, the welfare state, and social policy. Political Quarterly, 48(4) Oct.-Dec. 77, p.448-58.

OWEN, JOHN E. Social welfare in America. Social Service Quarterly, 51(2) Oct.-Dec. 77, p.54-7.

WILLIAMSON, JOHN B. and JEANNE J. FLEMING. Convergence theory and the social welfare sector : a cross-national analysis. International Journal of Comparative Sociology, 18(3-4) Sept.-Dec. 77, p.242-53.

#### RADIO BROADCASTING

CHOWLA, N.L. The proposed National Broadcast Trust. Indian Express, 24 Mar. 78, p.6.

MALIK, AMITA. Autonomous radio and T.V. Times of India, 22 Mar. 78, p.8.

MASANI, MEHRA. Broadcasting : a national trust. Democratic World, 7(11) 12 Mar. 78, p.8-10.

NAYAR, KULDIP. Is this autonomy fictional? Indian Express, 16 Mar. 78, p.6.

PADGAONKAR, DILEEP. National Broadcast Trust. Times of India, 17 Mar. 78, p.8; 18 Mar. 78, p.8.

RAO, B.S.S. and SREEDHAR. Shaping autonomy for broadcasting. Vidura, 15(6) Dec. 77, p.389-93.

SONDHI, KRISHAN. Autonomy for broadcasting. media? Hindustan Times, 12 Mar. 78, p.7.

#### RAILWAYS

BANIK, SUNIL. Problems and prospects of the railways. Janata, 33(2) 12 Feb. 78, p.7-9; 33(3) 19 Feb. 78, p.13-16.

BAPAT, L.G. Railway freight structure; change arbitrary. Economic Times, 4 Jan. 78, p.5.

Appointment of an expert committee has been announced by government to study the freight rates structure of the Indian railways. Since 1955-56 freight rates have been changed twenty times on the pretext of rationalisation, standardisation, adjustments, reclassification, etc. High freight rates is an important reason for higher prices of various goods and services. Special low rates for new plants can help in achieving the objective to encourage dispersal of industries. Railways which are most suitable for medium and long-distance hauls are incurring losses

on short-distance traffic, leading to unnecessary competition with road transport operators. Instead of having roads and railways, we have roads versus railways in India. It is suggested that a permanent freight structure committee should be appointed.

**KHOSLA, G.D.** Railway planning; anticipating future requirements. *Statesman*, 11 Feb. 78, p.8.

**KRISHNA RAO, S.** Real wages and burden of money wages in railways. *Economic Times*, 24 Jan. 78, p.5.

**PRASAD, ISHWARI.** New approach to railway policy. *Janata*, 33(4) 26 Feb. 78, p.5-6.

#### RAILWAYS—BUDGET

**KHOSLA, G.D.** Railway budget, lack of perspective. *Statesman*, 8 Mar. 78, p.8.

#### REAL PROPERTY—TAXATION

**ARNOTT, RICHARD J.** and **JAMES G. MACKINNON.** The effects of the property tax : a general equilibrium simulation. *Journal of Urban Economics*, 4(4) Oct. 77, p.389-407.

**BROWN, ROBERT C.** and **C. LOWELL HARRISS.** The impact of inflation on property taxation. *Government Finance*, 6(4) Nov. 77, p.16-23.

**SMITH, ROGER S.** Land prices and tax policy. *American Journal of Economics and Sociology*, 36(4) Oct. 77, p.337-50.

**WOOLERY, ARLO.** The role of taxation in land policy. *ITCC Review*, 6(4) Oct. 77, p.40-3.

#### RECORDS

**MAGAZINE, ALAN H.** and **BEATRICE G. SHIELDS.** The paper work forest : can state and local governments find a way out? *Public Administration Review*, 37(6) Nov.-Dec. 77, p.725-9.

#### REFUSE COLLECTION

**CLARK, ROBERT M.** and **JAMES I. GILLEAN.** Solid waste collection : a case study. *Operational Research Quarterly*, 28(4, i) 77, p.795-806.

#### REGIONAL PLANNING

**ESTALL, ROBERT.** Regional planning in the United States : an evaluation of experience under the 1965 economic development act. *Town Planning Review*, 48(4) Oct. 77, p.341-64.

**JOSHI, NAVIN CHANDER.** Planning and regional development. *Indian Express*, 20 Feb. 78 p.9.

**KANTHA RAO, M.L. K., NAGESWARA RAO** and **P. VENKATARAMI REDDY.** Case study of Rayalaseema district; is the cluster concept viable? *Economic Times*, 23 Jan. 78, p.5.

#### RENT—REGULATION

**EAGLETON, THOMAS F.** Why rent controls don't work. *Journal of Property Management*, 42(6) Nov.-Dec. 77, p.317-18.

**KRIEGSFELD, IRVING M.** Rent control : a plague on property. *Journal of Property Management*, 42(5) Sept.-Oct. 77, p.229-33.

**MEHTA, JASWANT.** Rent act : has it done more harm than good? *Economic Times*, 5 Feb. 78, p.4.

#### RIVERS

**THE MANAGEMENT** of the river Shannon in the 1980s. *Administration*, 25(2) Summer 77, p.153-279. (Special issue).

*Contents* : The Shannon—the tourism/recreational challenge, by George Bagnall; The Shannon as a source of power, by D. O'Leary; The fisheries of the Shannon,

by P. O'Dowd; The Shannon as a water resource, by L.M. McCumiskey; The commercial development of the Shannon, by D.E. Dann; The office of the public works and the Shannon navigation, by J.J. Carty; The inland waterways of Ireland and the development of the river Shannon, by T.J.S. Mallagh; The Shannon—friend or foe, by Paddy Lane; The Shannon drainage problem, by M.A. Lynn; The role of the local authorities in relation to the Shannon, by Paul Byrne; Summary of record of discussion on papers read.

### ROADS

HIGGINS, TOM. Road pricing : managing the risks. *Policy Analysis*, 3(4) Fall 77, p. 579-82.

RADY, HUSSEIN M. Cost benefit analysis for road construction projects in developing countries. *Economics*, 16, 77, p.63-72.

THOMAS, S. Road investment and pricing in developing countries. *Oxford Bulletin of Economics and Statistics*, 39(3) Aug. 77, p.203-17.

### ROLE PLAYING

SMITH, HARRY R. and KENNETH A. KOZAR. Role playing in systems analyst training. *Journal of Systems Management*, 28(12) Dec. 77, p.16-21.

### RURAL-URBAN MIGRATION

GHORPADE, M.Y. Return to the village. *Seminar*, (221) Jan. 78, p.51-5.

SINGH, RAM D. Labour migration and its impact on employment and income in a small farm economy. *International Labour Review*, 116(3) Nov.-Dec. 77, p.331-41.

### SALE TAX

BHARGAVA, P.K. Can sales tax be abolished? *Eastern Economist*, 70(10) 10 Mar. 78, p.423-4.

### SAVING AND INVESTMENT

VARMA, MAHESH C. Are domestic savings growing through taxation? *Eastern Economist*, 70(7) 17 Feb. 78, p.293-7.

VIRAMANI, ARVIND. Policy for boosting savings vital. *Economic Times*, 26 Jan. 78, p.7.

### SCHEDULED CASTES AND TRIBES

ABRAHAM, A.S. The onslaught of modernity; tribal policy lacks coherence. *Times of India*, 13 Jan. 78, p.8.

AGGARWAL, PARTAP C. Equality through privilege: a study of special privileges granted to the scheduled castes in Haryana. *ICSSR Research Abstracts Quarterly*, 5(3 & 4) July-Dec. 76, p.130-40.

AHMAD, KARUNA. Towards equality: consequences of protective discrimination. *Economic and Political Weekly*, 13(2) 14 Jan. 78, p.69-72.

BHUPINDER SINGH. Tribal development at cross-roads : a critique and a plea. *Man in India*, 57(3) July-Sept. 77, p.229-43.

BLACKBURN, STUART H. Creation myths in tribal India: problems in cultural diffusion. *Man in India*, 57(3) July-Sept. 77, p.191-207.

CHANDOLIA, R.N. Occupational trends of scheduled caste worker. *Yojana*, 22(3) 16 Feb. 78, p.23-4.

DAS, G.N. Whither tribal welfare. *Khadi Gramodyog*, 24(5) Feb. 78, p.261-8.

DATTA-RAY, SUNANDA K. Benefits up for grabs; getting harijan problems in focus. *Statesman*, 28 Mar. 78, p.6.

DUBEY, S.N. Positive discrimination policy, ethnocentric attitudes. *Economic Times*, 1 Feb. 78, p.5; 2 Feb. 78, p.5.

KATYAL, K.K. Politics of job reservations. *Hindu*, 20 Mar. 78, p.8.

KIRPAL, VINEY. Higher education for the scheduled castes and scheduled tribes. *Economic and Political Weekly*, 13(4 & 5) 28 Jan.-4 Feb. 78, p.165-9.

The Scheduled Castes and the Scheduled Tribes form a large community and the educational facilities and incentives offered to them are substantial. Yet the community remains educationally backward. This paper seeks to find out why education has not spread among the Scheduled Castes and Scheduled Tribes, and why seats reserved for them in institutes of higher education cannot be filled for absence of qualified applicants. It also offers some suggestions for the spread of education among Scheduled Castes and Tribes and concludes with a brief case study of the programme of reservation of seats for scheduled Tribe students in the Indian Institute of Technology, Bombay.—*Reproduced*.

KULKARNI, V.B. Why harijan problem remains intractable. *Indian Express*, 5 Feb. 78, p.6.

MISHRA, KIRAN. Tribal myths and economic reality. *Mainstream*, 16 (21 & 22) Republic Day 78, p.55-7.

SHAH, VIMAL P. and TARA PATEL. Who goes to college? scheduled caste/tribe post-matric scholars in Gujarat. *ICSSR Research Abstracts Quarterly*, 5 (3 & 4) July-Dec. 76, p.115-29.

SHETE, N.B. Farm training for tribal people. *Yojana*, 22(5) 16 Mar. 78 p.33.

#### SCIENCE AND STATE

BHANEJA, BALWANT. (Ministry of State of Science and Technology, Canada). Parliamentary finance committees and scientific research in India: 1952-70. *Indian Journal of Public Administration*, 23(4) Oct.-Dec. 77, p.927-39.

Scientific research policy in India comes before Parliament from time to time and evokes a good deal of interest in the public, especially the professional groups. The two parliamentary committees—the Estimates Committee and the Public Accounts Committee—do go into the working of the science research institutions and make several useful recommendations. Dr. Bhaneja, who makes an analysis of the recommendations of the two committees during a period of eighteen years, 1952-70, points out that government actions on the recommendations, are not always prompt or commensurate with the spirit in which the recommendations have been made. A serious lacuna is that there happen to be several recommendations about which the government acceptance or rejection is not known to the public. Perhaps, problems such as these will come to be tackled properly only with a larger number of members, taking a greater and more sustained interest in the framing of the country's scientific research policy on the basis of better informed debates and exchange of views.—*Reproduced from editorial*.

#### SHARED TAXES

CAPUTO, DAVID A. and RICHARD L. COLE. General revenue sharing: its impact on American cities. *Government Finance*, 6(4) Nov. 77, p.24-7.

GILJE, PAUL A. Sharing of tax growth—redefinitions. *Government Finance*, 6(4) Nov. 77, p.35-40.

RESCHOVSKY, ANDREW and EUGENE KNAFF. Tax base sharing: an assessment of the Minnesota experience. *Journal of the American Institute of Planners*, 43(4) Oct. 77, p.361-70.

#### SLAVERY

MAHAJANI, USHA. Slavery, Indian labour and British colonialism, review article. *Pacific Affairs*, 50(2) Summer 77, p.263-71.

## SOCIAL CHANGE

DANDEKAR, V.M. Nature of class conflict in Indian society. *Mainstream*, 16(21 & 22) Republic Day 78, p.37-42; 16(23) 4 Feb. 78, p.15-19.

DAY, GEORGE S. and BARTON A. WEITZ. Comparative urban social indicators : problems and prospects. *Policy Sciences*, 8(4) Dec. 77, p.423-35.

GOLDTHORPE, JOHN H. and PHILIPPA BEVAN. The study of social stratification in Great Britain : 1946-1976. *Social Science Information*, 16(3-4) 77, p.279-334.

## SOCIAL PARTICIPATION

GRAYCAR, ADAM. The relevance of community involvement to social welfare and public administration. *Australian Journal of Public Administration*, 36(3) Sept. 77, p.238-48.

## SOCIAL POLICY

ROGERS, E.W. Social policy and social work. *International Social Work*, 20(4) 77, p.22-7.

## SOCIAL PROBLEMS

ADLER, MICHAEL and DAVID DU FEU. Technical solutions to social problems ? : some implications of a computer-based welfare benefits information system. *Journal of Social Policy*, 6(4) Oct. 77, p.431-47.

## SOCIAL SCIENCES—RESEARCH

CRAWFORD, ELISABETH. Setting priorities for research in the social sciences: the role of national social science councils and similar bodies. *Social Science Information*, 16(3-4) 77, p.431-50.

## SOCIAL SERVICE

KAHN, ALFRED J. "The sixth social service emerges: a cross-national report."

*International Social Work*, 20(4) 77, p.14-21.

LAKDAWALA, D.T. Planning of social services in India—some aspects. *Yojana*, 22(4) 1 Mar. 78, p.7-10.

This article deals with social services—education, health services, etc., as regards the criteria for allocation of resources. Assessment of needs is the first and primary step. Secondly, the services must provide a developmental impact. Moreover the expenditure must have adequate cost effectiveness. These are the extracts from the Tenth Lal Bahadur Shastri Memorial Lecture delivered by the author on 2nd February 1978.

LEIGH, ANDREW. Participation in British social services planning. *Community Development Journal*, 12(3) Oct. 77, p.154-64.

OWENS, J.K. Ten years of social service. *Social Service Quarterly*, 51(2) Oct.-Dec.77, p.46-8.

REID, WILLAM J. Social work for social problems. *Social Work*, 22(5) Sept. 77, p.374-81.

## SOCIAL WORKERS

COOPER, SHIRLEY. Social work : a dissenting profession. *Social Work*, 22(5) Sept. 77, p.360-7.

## SOCIALISM

SEPLAKI, LES. Transition from socialism to pure communism : an exercise in Utopian utopia. *Indian Journal of Economics*, 58(228) July 77, p.67-101.

## SOCIOLOGY, RURAL

ALMELU, S. Rural life in Mahtoli. *Khadi Gramodyog*, 24(4) Jan. 78, p.246-52.

MUNDLE, SUDIPTO. Bihar—notes from a Palamau village. *Mainstream*, 16(28) 11 Mar. 78, p.15-18.

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#### SOCIOLOGY, URBAN

SCHNEIDER, KENNETH R. Do American cities destroy freedom ? *Ekistics*, 44(262) Sept. 77, p.151-5.

TAUB, RICHARD P., GEORGE P. SURGEON, SARA LINDHOLM, PHYLLIS BETTS OTTI and AMY BRIDGES. Urban voluntary associations, locally based and externally induced. *American Journal of Sociology*, 83(2) Sept. 77, p.425-42.

#### SOLAR ENERGY

NADLER, ARNOLD D. Planning aspects of direct solar energy generation. *Journal of the American Institute of Planners*, 43(4) Oct. 77, p.339-51.

#### SPAIN—POLITICS

PAYNE, STANLEY G. The political transformation of Spain. *Current History*, 73(431) Nov. 77, p.165-8, 178.

#### STATESMEN

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FARLIE, DENNIS, IAN BUDGE and GALEN IRWIN. Political recruitment and drop-out : the Netherlands and the United States. *British Journal of Political Science*, 7(4) Oct. 77, p.465-92.

#### STEEL INDUSTRY AND TRADE

PRADHAN, P.C. Future prospects of iron & steel industry in India. *Lok Udyog*, 11(2) Feb. 78, p.17-24.

#### STRIKES

EDWARDS, P.K. A critique of the Kerr-Siegel hypothesis of strikes and the isolated mass : a study of the falsification of sociological knowledge. *Sociological Review*, 25(3) Aug. 77, p.551-74.

#### SURVEY METHODS

ALWIN, DUANE F., ed. Survey design and analysis : current issues. *Sociological Methods & Research*, 6(2) Nov. 77, p.131-280 (Special issue).

*Contents* : Making errors in surveys, an overview, by Duane F. Alwin; Question-wording as an independent variable in survey analysis, by Howard Schuman and Stanley Presser; Modest expectations, by effects of interviewers' prior expectations on responses, by Seymour Sudman, Norman M. Bradburn, Ed Blair and Carol Stocking; The impact of informed consent regulations on response rate and response bias, by Lloyd Lueptow, Samuel A. Mueller, Richard R. Hammes and Lawrence S. Master; Analysis of patterns of response to mailed questionnaires, by Gideon Vigderhous; The treatment of missing data in multivariate analysis, by Jae-On Kim and James Curry; Response error in earnings functions for non-black males, by William T. Bielby and Robert M. Hauser.

#### TARIFF

MCCULLOCH, RACHEL and JOSE PINERA. Trade as aid : the political economy of tariff preferences for developing countries. *American Economic Review*, 67(5) Dec. 77, p.959-67.

#### TAXATION

CHATTERJEE, SRIKANTA. Britain: Meade committee report on tax reform. *Capital*, 180(4501) 16 Feb. 78, p.230-1.



FLOWERS, MARILYN R. Multiple tax sources, voting equilibrium, and budgetary size. *Public Finance*, 32(2) 77, p.210-24.

GULATI, I.S. Indirect tax reform. *Economic and Political Weekly*, 13(6 & 7) Annal 78, Number p.181-4.

JAGANNATHAN, N.S. The running battle goes on. *Statesman*, 3 Feb. 78, p.8.

JHA, PREM SHANKAR. Economic case for tax reform, negligible loss of revenue. *Times of India*, 23 Jan. 78, p.4.

JHA, PREM SHANKAR. Tax reform in Britain : relevance of Meade Committee report. *Times of India*, 13 Feb. 78, p.8.

KAKWANI, NANAK. Comparison of measures of tax progressivity. *Economic Times*, 20 Feb. 78, p.5; 21 Feb. 78, p.5; 22 Feb. 78, p.5; 23 Feb. 78, p.5.

LIENARD, JEAN-LOUIS. How can taxpayers be protected from international double taxation ? a new O.E.C.D. model convention. *O.E.C.D. Observer*, (89) Nov. 77, p.34-6.

MATHUR, GAUTAM. Restructuring tax system-*Economic Times*, 7 Feb. 78, p.7; 8 Feb. 78, p.5.

MEHTA, CHAMPAK B. Direct tax under finance bill. *Economic Times*, 27 Mar. 78, p.5; 28 Mar. 78, p.5.

RANJANA. Yield potential and social justice in the tax structure of Rajasthan state. *Indian Journal of Economics*, 58(1) July 77, p.103-14.

SAMBAVAN. Must indirect taxes be neutral ? *Economic Times*, 10 Feb. 78, p.7; 11 Feb. 78, p.5.

WHALLEY, JOHN. The United Kingdom tax system 1968-70 : some fixed point indications of its economic impact. *Econometrica*, 45(8) Nov. 77, p.1837-58.

ZAIDI, NASEEM A. Additional taxation in five year plans. *Economic Times*, 28 Jan. 78, p.5; 29 Jan. 78, p.5.

## TECHNOLOGY

ARUMUKHAM, P. Technology for development. *Khadi Gramodyog*, 24(5) Feb. 78, p.291-6.

DAS GUPTA, A.K. Some thoughts on choice of technology. *Manpower Journal*, 13(2) July-Sept. 77, p.15-35.

ZACHER, LECH W. Technology assessment process in centrally planned economies. *Indian Review of Management & Future*, (2) 77, p.27-34.

## TECHNOLOGY TRANSFER

GRECIC, VLADIMIR. The transfer of technology and the "brain-drain". *Review of International Affairs*, 28(664) 4 Dec. 77, p.23-5.

## TELEPHONES

CHEN, STEPHEN and CHARLES J. MCCALLUM, Jr. The application of management science to the design of telephone directories. *Interfaces*, 8(1, Pt. 2), Nov. 77, p.58-69.

## TEXTILE INDUSTRY

RAO, K.R.M. Loose ends of textile policy. *Democratic World*, 7(5) 29 Jan. 78, p.6-8.

## TRAFFIC

MANDER, G.S. Use of computer technology in traffic management. *CBI Bulletin*, 12(1) Jan. 78, p.2-6.

## TRAINING

BUNKER, KERRY A. and STEPHEN L. COHEN. The rigors of training evaluation : a discussion and field demonstration. *Personnel Psychology*, 30(4) Winter 77, p.525-41.

KIRKPATRICK, DONALD L. Evaluating training: evidence vs. proof. *Training and Development Journal*, 31(11) Nov. 77, p.9-12.

#### TRAINING—BANK EMPLOYEES

BHATTACHARYA, D.N. Training in public sector banks. *Indian Management*, 17(2) Feb. 78, p.39-41.

#### TRAINING—BIRTH CONTROL

APTE, J.S. (Family Planning Association of India). Training for development programmes: the case of family planning. *Public Administrator*, Jan. 78, p.60-7.

The process of planned development in an underdeveloped country like India, having peculiar problems, is an uphill task. An annual addition of 13 million to an already vast population is a bewildering challenge to the government. Training plays an important role in any development programme and its objectives are different for different kinds of personnel to be trained. As field workers are the main grass root personnel responsible for programme implementation, this article deals with family planning field workers. Communication is the crux of the family planning programme. So the field workers should have complete information about population problem and the family planning programme and adequate skills in communication of information to couples of different age groups and economic and educational standards. Training programmes should be organised frequently to keep them up-to-date in their knowledge, to provide them an opportunity to share their experiences, to clear their doubts and solve difficulties and to evaluate their performance.

#### TRAINING—EXECUTIVES

ABANI, A.S. (Gujarat Univ., Ahmedabad). Professional management in state level public enterprises. *Lok Udyog*, 11(12) Mar. 78, p.29-34.

In this paper an attempt is made to examine: (1) the existing management situation in public enterprises at state level; (2) the role of state level Administrative Training Institutes in professionalising the manpower employed in these enterprises; and (3) the possible other steps to improve managerial cadre in these enterprises. Most of the enterprises are not properly staffed with professionally competent people, and the institutes are yet to realise their role in providing training facilities to the executives. An action plan for training and management is suggested.

CURRY, THEODORE H. Why not use your line managers as management trainers? *Training and Development Journal*, 31(11) Nov. 77, p.43-7.

GUYOT, JAMES F. How do we know which training is good medicine for managers? *Public Administration Review*, 37(6) Nov.-Dec. 77, p.698-705.

MITROFF, IAN I. and RALPH H. KILMANN. Teaching managers to do policy analysis, the case of corporate bribery. *California Management Review*, 20(1) Fall 77, p.47-54.

#### TRAINING—FOREST SERVICE

CHOWDHARY, R.L. (Indian Forest College, Dehradun). Assessment of training needs for Indian forest resources managers. *Indian Journal of Public Administration*, 23(4) Oct.-Dec. 77, p.1053-84.

Forests are a precious natural gift both ecologically and economically and their conservation and management call for imagination and appropriate resources. In India, the forest-man ratio is perhaps among the lowest and all the more the need for their proper management. The British had envolved a forest service for the purpose and had taken some good steps for their preservation. But modern concepts of forest management need a truly professional service which, again,

stresses the importance of training. Shri Chowdhary has tried to pinpoint the weaknesses of the forestry personnel, the lacunae in their organisation as well as management and their present training methods.

He has suggested many steps for improvement which may not be acceptable in all their details. But the object he has in mind will certainly be appreciated as his proposed suggestions only aim to ensure that the personnel, by such reorganisation, turns out to be a good and efficient body of specialists, concerned with the preservation and optimisation of forest wealth. Scientific reviews are worthwhile periodically and this is an area of administrative management which merits continuing attention.—*Reproduced from editorial.*

#### TRAINING—PERSONNEL, PUBLIC

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LAKDAWALA, D.T. Growth, unemployment and poverty. Yojana, 22(3) 16 Feb. 78, p.3-8.

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SHAHANI, R.T. Can Janata solve the unemployment problem in ten years? Capital, 180(4500) 9 Feb. 78, p.200-1.

The prospects of solving the unemployment problem under the Janata regime are not quite bright. While there are schemes and agencies aplenty, there is very little co-ordination at the different levels. The administrative machinery at the field level in the rural areas would have to be recast.—*Reproduced.*

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SUBRAMANIAN, T.R. Unemployment and Khadi and village industries. Khadi Gramodyog, 24(4) Jan. 78, p.240-5.

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#### VILLAGE PANCHAYATS

BHARGAVA, B.S. (Institute for Social and Economic Change, Bangalore). Reviving faith in panchayati raj. *Kurukshetra*, 26(9) 1 Feb. 78, p.13-15.

The question as to why Panchayati Raj system has not been able to achieve the stipulated objectives is examined in this article. Deferring elections to PR bodies from time to time, has undermined their legitimacy. A few measures are suggested to revitalise the PR system and thereby strengthen the rural infrastructure for development.

CHAUHAN, K.N.K. (National Dairy Research Institute, Karnal). Panchayati Raj; perception of the people. *Kurukshetra*, 26(9) 1 Feb. 78, p.20-1.

This is a case study undertaken by the author in three panchayats of Bhagalpur district, East Bihar, functioning under panchayati raj system. The findings and conclusions will generally be held good for the country as a whole.

ITYER, HARIPAD R. SUBRAMONIA. (Centre for Research, Extension and Integrated Rural Development, Gandhigram). Success and failure of panchayati raj. *Kurukshetra*, 26(9) 1 Feb. 78, p.18-19.

One major objective of panchayati raj was to ensure people's participation in developmental efforts but the system has not worked uniformly well all over the country. The author analyses why it has succeeded in some states whereas it failed in others.

JAYAPRAKASH NARAYAN. Problems of panchayati raj. *Kurukshetra*, 26(9) 1 Feb. 78, p.9-12.

This article is reproduced from "Kurukshetra", dated 2nd October 1961. In a federal structure there are various tiers of government and administration, and every tier cannot discharge all government functions. Each level should have some sphere of autonomy having powers and functions according to its capacity and competence. After independence, welfare and development have become important functions of government. People will have some sense of self government if panchayati raj bodies are freed from the tyranny and exploitation by state bureaucracy. Some measures on distribution and exercise of powers are suggested. The PR institutions should be kept away from party politics by placing them under the control of proposed autonomous body—Panchayati Raj Commission. The author has reproduced some passages from his booklet 'Swaraj for the people' to carry home the point.

MADHVA RAO, L.S. (Vivek Vardhini College, Hyderabad). Panchayats: prospect and retrospect. *Kurukshetra*, 26(9) 1 Feb. 78, p.16-17.

The writer says that the panchayati raj was established with the dual purpose of taking democracy to grassroots and ensuring popular participation in development activities. He further appraises the role of panchayati raj institutions from various angles, including organisational and financial, and suggests how to make this role more meaningful.

MATHUR, P.C. (Univ. of Rajasthan, Jaipur). Performance of panchayati raj institutions in Rajasthan 1959-1974 : a critical survey. *Social Change*, 7(3 & 4) Sept. -Dec. 77, p.16-30.

Rajasthan was the first state to establish panchayati raj institutions on statutory basis. The three-tier structure consists of Village Panchayats, Panchayat Samitis at Block level, and Zila Parishads at the District level. Major trends in the institutional performance of these three tiers are analysed. This critical survey is mainly based upon secondary sources. As each of the three tiers of panchayati raj structure has a different portfolio of resources and responsibilities, this survey is presented tier-wise. It throws some light on the empirical validity of the operational premises adopted by the Balwantray Mehta Study Team. Panchayati raj has turned out to be a powerful engine of political change with a greater interfusion of local level and translocal politics.

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BECKETT, PAUL L. and BERTON L. LAMB, eds. A symposium : water resources management. *Public Administration Review*, 37(5) Sept.-Oct. 77, p. 443-77.

*Contents* : Introductory comment; Water, politics, and ideology : an overview of water resources management, by Harvey Doerkson; Federal water resources management : the administrative setting, by Helen Ingram and J.R. McCain; Some legal aspects of water resources management, by Dallin W. Jensen; Water management and technology : technical aspects of stream flow allocations, by John F. Orsborn; A perspective on public involvement in water management decision making, by Kris G. Kauffman and Alice Shorett; Water management in crisis, by Marvin P. Berry.

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DONG KYU CHOI and DAI YOUNG KIM. Women's contribution to household income and structure of women's employment in Korea. *Economic Bulletin for Asia and the Pacific*, 27(1) June 76, p.100-13.

MISRA, SHASHI. (Mahila Arthik Vikas Mahamandal). Women today in public administration : some psychological aspects. *Public Administrator*, Jan. 78, p.83-92.

This article deals with the problems encountered by a woman entrant to the Indian Administrative Service. Women's awareness of the working of the occupational world is extremely hazy. A woman officer faces difficulties in being accepted by her superiors, subordinates and public in general. Touring in rural areas also poses problems. But once settled, a woman officer can do as good a job as her male colleague in all fields of administration. Some advantages peculiar to women administrators are pointed out. Psychologically

a woman administrator's limitations arise mainly on account of her parallel, and at times conflicting role as wife, housekeeper and mother.

PEREZ, B.A. Women labour-force participation and incomes in three Asian countries. *Economic Bulletin for Asia and the Pacific*, 27(1) June 76, p.73-81.

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## DIGEST OF PUBLIC DOCUMENTS

India. Working Group on Autonomy for Akashvani  
and Doordarshan, 1977, Report. 1978. 2 Vols.

In pursuance of Government's declared policy that All India Radio and Doordarshan should be freed from Government control to ensure their functioning in a fair and objective manner, the Working Group, headed by B.G. Verghese was constituted by the Ministry of Information and Broadcasting by a gazette notification dated 17th August 1977.

The terms of reference were :

- (a) To examine the functional, financial and legal aspects of the proposal to give full autonomy to Akashvani and Doordarshan, consistent with accountability to Parliament, keeping in mind the different forms of autonomous organisations existing in other democratic countries in the matters of broadcasting;
- (b) To suggest the form and the structure of the autonomous organisation(s) and their relationship with government ;
- (c) To consider and make recommendations in respect of the absorption, fitment and replacement of the personnel of the two media in the event of grant of autonomous status;
- (d) Formulate a plan of action for expeditious implementation of the

proposal, if the recommendations of the Working Group are accepted by Government;

- (e) To examine any other allied matters necessary to enable the Working Group to make its recommendations on the future set-up of the media.

The unanimous report was presented in February 1978.

Some of the major recommendations are :—

- (1) An autonomous national trust named Akash Bharati—the National Broadcast Trust—is envisaged as the authority under which Akashvani and Doordarshan should grow.
- (2) The emphasis of broadcasting should be shifted from its largely urban-elitist moorings to the rural and semi-urban areas and to the urban poor.
- (3) A single National Broadcast Trust having a highly decentralised structure with a large measure of power delegated to regional and local levels is proposed.
- (4) All the national broadcasting services should be vested exclusively in an independent, impartial, and



autonomous organisation established by law by Parliament to act as a trustee for the national interest.

- (5) Certain specific objectives be laid down in the statute by Parliament which may be regarded as the Charter of the National Broadcast Trust.
- (6) A restricted power can legitimately be given to the Government to require the Trust to refrain from broadcasting any matter which has a clear relation to national security, the preservation of public order, and other matters of grave public importance.
- (7) The Central and State Governments should have reasonable access to the broadcast media to explain official policies. Such ministerial broadcasts should be arranged in consultation with the appropriate authorities in Akashvani and Doordarshan.
- (8) Once the National Broadcast Trust comes into being, the Ministry of Information and Broadcasting should shed its direct responsibility for broadcasting and might thereafter appropriately be redesignated "Ministry of Information".
- (9) Financial accountability would be ensured through independent commercial audit. In view of the unique characteristics of the broadcast system its accounts be commercially audited by any approved firm of auditors of standing, and not be subject to the jurisdiction of the Comptroller and Auditor-General of India.
- (10) At the apex of Akash Bharati or the National Broadcast Trust there should be a Board of Trustees or Nyasi Mandal consisting of 12 persons, but not to exceed 21

should there be need for inducting additional members.

- (11) The Board of Trustees would have the ultimate responsibility for supervision and control, but it should normally and principally fulfil a trusteeship function in upholding and furthering the purposes of the organisation, execution being left to a Central Executive Board and other agencies under the Trust.
- (12) The Trustees should be appointed by the President on the recommendation of the Prime Minister from out of a list of names forwarded to him by a nominating panel consisting of the Chief Justice of India, the Lok Pal (an office that will soon come into being) and the Chairman of the Union Public Service Commission.
- (13) The trustees should enjoy the status of Supreme Court Judges and should be subject to similar disqualifications and procedures for removal. The age bar, however, need not apply.
- (14) Programming should necessarily be decentralised and producers should enjoy a significant measure of programme autonomy. There will, however, be need for supervision and coordination at higher levels.
- (15) For purposes of management and coordination of the national broadcast organisation, there need to be four operational tiers: National, Zonal, Regional, and the Stations.
- (16) A Central Executive Board consisting of the Controller-General of Broadcasting (CGB) and 12 other Directors will be responsible for implementing the policies and directives of the Board of Trustees.

- (17) Internal audit should be constituted as an autonomous department under a Chief Internal Auditor reporting to the CGB.
- (18) The NBT should evolve a suitable broadcast Code in place of AIR Code 1970 which is too restrictive.
- (19) It would be best to transfer the existing assets of Akashvani and Doordarshan valued at about Rs. 75 crores as an outright grant to the National Broadcast Trust by an Act of Parliament.
- (20) The Government should initially bridge the NBT's revenue deficit for a period of five years after which it should be expected to stand on its own feet or raise additional resources by charging for broadcast time made available by it to various users, including the Central and State Governments.
- (21) The National Broadcast Trust should undertake a comprehensive review of commercial broadcasting rates and procedures so as to place the marketing of broadcast time on a sound footing.
- (22) The NBT could examine the opening up to commercial broadcasting of other channels which are already available to a limited extent for sponsored programmes. The advertising content must be closely monitored and the drive for commercials must not be allowed to intrude on or distort programme values.
- (23) Broadcast receiver licence fees should be revised upwards to Rs. 25 for radio sets and Rs. 75 for television sets.
- (24) The National Broadcast Trust should be authorised to grant broadcast franchise whether for radio or television to approved educational institutions. Such a franchise recommendation by the National Broadcast Trust should automatically be converted into a broadcast licence by the Ministry of Communications, the specific frequencies being allocated and coordinated by the Ministry's Wire-less Adviser.
- (25) Independent radio and television programme production agencies be encouraged and assisted to acquire or gain access to the necessary production facilities. This will draw in a wide pool of talent and promote variety, programme innovation, specialisation and excellence. It will also provide an element of competition to Akashvani and Doordarshan.
- (26) It should be possible for Akashvani and Doordarshan to rent out their studios and facilities to recognised independent production groups on certain terms during idle hours if any. The National Broadcast Trust might also consider establishing both sound and television facilities in selected centres outside of Akashvani and Doordarshan which should be available on hire.
- (27) Akashvani and Doordarshan must be committed to certain national values but ought not to have editorial opinions of their own. They must avoid any partisan or ideological slant and, instead, offer a balanced and objective presentation of all news of relevance to the Indian or external audiences they serve. They must take care to present contrasting viewpoints and analysis in a constant endeavour to examine events from every angle and perspective.

- (28) Both the capital and revenue budget for the External Services Division of Akashvani and a proportionate part of the capital and revenue budget of the Monitoring Unit should be borne by the Government of India.
- (29) A common news service cannot be half-controlled and half-free since the same news organisation serves both the domestic as well as the foreign listener (and viewer). Autonomy must therefore cover external broadcasts as much as internal broadcasting and there can be "no half-way house".
- (30) Indian school extension broadcasting should pay more attention to delivery of the message, relevant feedback and follow-up. They must be coordinated with other communication personnel and implementing agencies or systems in the field.
- (31) A strong interface between the education and extension authorities at all levels and the broadcasting system should be developed.
- (32) School television programming must be integrated into the classroom with full teacher support. The subject supervisor, producer and presenter of school programmes should work as a single team.
- (33) Teachers and agricultural and health extension workers should be trained in the use of the media so that they come to regard radio and television as allies rather than rivals and are able better to use these media to enhance their own effectiveness.
- (34) There must be a concurrent devolution of financial and budgetary powers alongside a decentralisation of programming and administration.
- (35) The tendency for Yuva Vani programmes to cater predominantly to urban and student youth should be corrected.
- (36) A strong audience research division should be established.
- (37) Besides the three existing training schools at Delhi, Hyderabad and Shillong, at least two others are needed so that there is one in each zone.
- (38) There should be a Broadcast Staff College where selected personnel who show promise and are likely to move up into senior decision-making programme or technical levels should be able to spend some time.
- (39) The technical training facilities of both Akashvani and Doordarshan require considerable strengthening and expansion. The resources of the present Staff Training Institute (Technical) are fully stretched and it must be suitably expanded or replicated. As in the case of programme training, the best engineers should be assigned to the training schools and a posting here should be considered a distinction.
- (40) The NBT's requirements of trained administrators and managers can be met by simple in-house facilities supplemented by the existing management institutes.
- (41) There should be parity between all categories of staff in the NBT and all programme staff including staff artists should be brought under a single unified cadre.
- (42) The NBT should have machinery to foster cordiality and understanding with and among all sections of its staff representatives who should be encouraged to put forward ideas and suggestions.

- (43) All Grade I posts of and above the rank of News Editor in the News Services Division, Regional News Units, Monitoring Unit, etc., be filled by open competition. All members of the CIS cadre, wherever employed, as well as staff artists and outsiders who fulfil the requisite qualification will be eligible.
- (44) The posts of Controller-General of Broadcasting, Directors, and General Managers should be tenure posts of not more than five years. This should not preclude reappointment.
- (45) Confidential reports of members of the staff should be written by their immediate administrative superiors as well as by their professional heads of department. This will ensure a certain balance and reflect more accurately the record of the persons concerned. In the case of very senior personnel, it may be desirable that evaluation is made by a group rather than by individuals who are in the hierarchy.
- (46) The Research Department should be headed by a very senior engineer who can assist in long-term planning and assurance of quality service by reporting to the top management. Its strength will have to be increased considerably, necessary facilities added, and activities expanded and rearranged in specialist groups.
- (47) Whatever the choice or mix of technology Akashvani must develop a determined rural-extension thrust which is best done through the rapid development of low-power local stations.
- (48) In the sitting of the proposed new local stations, preference should be given to backward districts including drought prone and tribal and hill areas, subject to the availability of the minimum infrastructure, accessibility and a dependable power supply. The State Governments should be consulted.
- (49) There is need for reducing the cost of television and radio sets, including FM radio transistors, if radio and television densification are to move ahead rapidly. Small assemblers of radio and television receivers should be encouraged to form marketing cooperatives or consortia and sell standardised equipment under common brand names.
- (50) The Ministry of Information and Broadcasting should immediately set up a Broadcast Autonomy Cell to process this Report and prepare working papers for preparatory action and Cabinet decision.

**Statement about Ownership and Other Particulars about  
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I, R.G. Mulgund, hereby declare that the particulars given above are true to the best of my knowledge and belief.

Dated : February 28, 1978

(Sd. R.G. MULGUND)  
Publisher

## AUTHOR INDEX

('a' indicates the left column and 'b' the right column)

- |  |   |
|--|---|
| <p>Abani, A.S., 67a<br/>           Abraham, A.S., 21b, 27a, 62b<br/>           Acharlu, P. Jagannadha, 3a<br/>           Acharya, T.K.T., 10b<br/>           Adeniyi, Eniola O., 16a<br/>           Adepoju, A., 48b<br/>           Adler, John H., 16a<br/>           Adler, Michael, 64a<br/>           Agarwal, N.P., 44b<br/>           Agarwala, P.N., 28a<br/>           Aggarwal, Partap C., 62b<br/>           Ahmad, Karuna, 62b<br/>           Akinsanya, Adeoye, 54b<br/>           Alker, Hayward R., Jr., 16b<br/>           Allen, Gregory, 51b<br/>           Almelu, S., 64b<br/>           Altmann, Jorn, 14a<br/>           Alwin, Duane F., 65b<br/>           Amar, G.K., 36a<br/>           Amoa, S.A., 14b<br/>           Amos, John M., 44b<br/>           Anand Swarup, 20a<br/>           Anderson, Donald N., 5b<br/>           Anisuzzaman, Mohd., 54b<br/>           Apte, J.S., 67a<br/>           Aquell Ahmad, 29a<br/>           Aravindakshan, K., 19a<br/>           Archer, John, 70b<br/>           Archer, R.W., 39b<br/>           Arnold, David, 39a<br/>           Arnott, Richard J., 61a<br/>           Arora, Sant Lal, 45a<br/>           Arumukham, P., 66b<br/>           Arya, V.P., 37a<br/>           Asher, Mukul G., 4b<br/>           Ashok Nath, 13a<br/>           Astiz, Carlos A., 41b</p> | <p>Awadh Prasad, 39a<br/>           Azad, Amar Singh, 4a<br/>           Azizi, M.J., 72a<br/> <br/>           Baaklini, Abdo I., 41b<br/>           Bacchus, William I., 58a<br/>           Badal, M., 51b<br/>           Baer, William C., 58a<br/>           Bagnall, George, 61b<br/>           Bajpai, T.C., 47a<br/>           Bal Krishna, C., 20a<br/>           Bala, M.S., 49b<br/>           Balachandran, M.K., 43b<br/>           Balasubramanian, V., 18b, 34a<br/>           Baldev Singh, 36a<br/>           Baldwin, John R., 68a<br/>           Balishter, 71b<br/>           Baljit Singh, 4a<br/>           Ballantyne, Janet, 22a<br/>           Bandyopadhyaya, D., 39a<br/>           Bandyopadhyay, Nripendra, 25b<br/>           Bandyopadhyaya, Nripen, 3a<br/>           Banerji, B.K., 27a<br/>           Banerji, Hrishikes, 36a<br/>           Banerji, Indrani, 36a<br/>           Banik, Sunil, 60b<br/>           Bapat, L.G., 60b<br/>           Barabba, Vincent P., 51b<br/>           Bardhan, Pranab, 26b, 35a<br/>           Barmack, Judith A., 60a<br/>           Barnala, Surjit Singh, 3a, 20a<br/>           Barrett, Robert A., 47b<br/>           Battalio, Raymond C., 33a<br/>           Baum, Howell S., 51b<br/>           Baum, Lawrence, 39a<br/>           Baveja, G.C., 44b<br/>           Bawa, P.S., 40a</p> |
|--|---|

- Bax, Neil, 1a  
 Bechtold, Karl-Heinz, 16b  
 Beckett, Paul L., 71a  
 Bee, A.J., 14b  
 Bekiroglu, Haluk, 46a  
 Bell, D.S., 22a  
 Bellandi, Robert M.L., 40a  
 Beloff, Max, 15a  
 Berarwalla, F.L., 25a  
 Berezi, Andrew, 29b  
 Berger, Lance A., 49b  
 Berkes, Leslie J., 50a  
 Bernstein, Edward M., 37b  
 Berrington, Hugh, 41a  
 Berry, Marvin P., 71a  
 Bery, A.L., 3b  
 Best, Robert B., 50b  
 Betaille, Andre, 37a  
 Bevan, Philippa, 64a  
 Bhagwat, Niloufer, 55a  
 Bhalla, G.S., 25b  
 Bhambhri, C.P., 9a, 41b  
 Bhaneja, Balwant., 63a  
 Bhargava, B.S., 69b  
 Bhargava, P.K., 27a, 60a, 62a  
 Bhatia, B.M., 6b, 16b, 19a  
 Bhatia, S.C., 8a  
 Bhatta, Jayendra, 24b  
 Bhatt, Mahesh, 43b  
 Bhattacharjea, Ajit, 38b  
 Bhattacharya, D.N., 67a  
 Bhattacharya, Debesh, 16b  
 Bhattacharya, Dhires, 4b  
 Bhattacharya, Kanailal, 16b  
 Bhattacharya, Sukumar, 4b  
 Bhattacharyya, B., 10a  
 Bhattacharyya, N., 4b, 34b  
 Bhattacharyya, S.C., 35b  
 Bhorali, Devadas, 2a  
 Bhupinder Singh, 62b  
 Bidhi Chand, 28a  
 Bielby, William T., 65b  
 Bienefeld, Manfred, 39a  
 Bingham, Richard D., 42a  
 Birkhead, Guthrie S., 42b  
 Birnberg, Jacob G., 1a  
 Bisen, R.K., 2a  
 Biswas, Arabinda, 3a  
 Biswas, D.K., 20a  
 Bjur, Wesley E., 7a  
 Blackburn, Stuart H., 62b  
 Blair, Ed., 65b  
 Blankson, B.H., 13a  
 Borgstrom, Georg, 54a  
 Boschken, Herman L., 39b  
 Bose, Deb Kumar, 68b  
 Bose, Sanat, 27a  
 Bosu, Joytirmoy, 29b  
 Bowman, James E., 56a  
 Bradburn, Norman M., 65b  
 Bradshaw, J.R., 25b  
 Brady, David, 59a  
 Brahmananda, P.R., 16b  
 Brereton, Thomas F., 11a  
 Bridges, Amy, 65a  
 Briscoe, John, 32b  
 Broadfield, Robin, 45a  
 Broadway, A.C., 2b  
 Brown, C.K., 10b  
 Brown, Foster, 36b  
 Brown, Gilbert T., 26a  
 Brown, M. Craig, 5b  
 Brown, Robert C., 61a  
 Brunner, Ronald D., 58a  
 Brynildsen, Richard J., 21b  
 Budge, Ian, 65a  
 Bunker, Kerry A., 66b  
 Burke, Paul E., 36b  
 Burns, Lawton R., 38a  
 Burton, Gene E., 10a  
 Byrne, Paul, 62a  
 Cafferty, Thomas P., 52a  
 Cairns, Alan C., 27b  
 Callon, Michel, 49a  
 Calmfors, Hans, 50a  
 Campbell, M.J., 42b  
 Caputo, David A., 63b  
 Carlton, Dennis W., 32b  
 Carmichael, W.D., 17a  
 Carper, William B., 36b  
 Carty, J.J., 62a  
 Chackerian, Richard, 52b  
 Chakravarty, Nitish, 25b, 57b  
 Chambers, Jay G., 10a  
 Chambers, Robert, 20a  
 Chand, Sheetal K., 27b  
 Chandler, William M., 58b  
 Chandolia, R.N., 62b  
 Chandra Prakash, R., 46a  
 Chandrasekhar, K., 21a  
 Chapman, Brian, 52a

- Charan Singh, 52a  
 Charat Ram, 17b, 22b  
 Chase, R.X., 21a  
 Chatterjee, Srikantha, 65b  
 Chaturvedi, T.N., 56a  
 Chaturvedi, Y.N., 43b  
 Chaudhary, A.S., 1b  
 Chaudhuri, Amiya K., 38b  
 Chaudhuri, J., 43b  
 Chaudhuri, Sudeep, 35b  
 Chauhan, K.N.K., 69b  
 Chavan, S.B., 56b  
 Cheema, G. Shabbia, 69a  
 Cheema, Shabbir, 40a  
 Chen, Peter S.J., 71b  
 Chen, Stephen, 66b  
 Cheng, Peter P., 6b  
 Chester, Eric, 25a  
 Chintan, Devendra, 49a  
 Chitale, M.P., 33b  
 Chitnis, L.S., 37a  
 Chopra, S.L., 60a  
 Chopra, S.P., 18b  
 Chopra, Surendra, 28a  
 Chouksey, Y.G., 25a  
 Chowdhary, R.L., 67b  
 Chowla, N.L., 60b  
 Christopher, James, 23a  
 Cicovic, Jovan, 35b  
 Clark, George, 12b  
 Clark, Robert M., 61b  
 Clausen, Aage R., 65a  
 Cline, William R., 28b  
 Cochran, Lillian T., 54a  
 Cohen, Stephen L., 66b  
 Cole, Richard L., 63b  
 Cook, Suzanne H., 40a  
 Cooper, Joseph, 59a  
 Cooper, Shirley, 64b  
 Cordell, N.K., 39b  
 Cover, Albert D., 21b  
 Crawford, Elisabeth, 64a  
 Crouch, Dora P., 7b  
 Crowell, Michael, 42a  
 Cummings, Laurie Davidson, 71b  
 Cunningham, D.A., 25a  
 Cupps, D. Stephen, 7a  
 Curry, James, 65b  
 Curry, Theodore H., 67b  
 Cutler, Neal E., 55a  
 Cyr, Arthur, 69a  
 Dagli, Vadilal, 34a  
 Dandekar, V.M., 29a, 64a  
 Dandekar, Vinayak, 17a  
 Dando, M.R., 14b  
 Daneke, Gregory A., 71a  
 Dann, D E., 62a  
 Dantwala, M.L., 23a, 34a  
 Das, Chandramohan, 3b  
 Das, G.N., 62b  
 Das, Nabagopal, 4b, 33a, 39a  
 Das Gupta, A.K., 20a, 66b  
 Dasgupta, Biplab, 25a  
 Das Gupta, Ranajit, 35a  
 Das Gupta, S.P., 29a  
 Datta, Abhijit, 43b  
 Datta, Bahbatosh, 4b, 34b, 45b  
 Datta, Lily, 71a  
 Datta-Chaudhury, Mrinal, 17b  
 Datta-Ray, Sunanda K., 62b  
 Dave, Rohit, 34a  
 Davies, Morton R., 2b  
 Davies, Robert, 15a  
 Davis, A.C., 39b  
 Davis, Roger A., 47b  
 Day, George S., 64a  
 De, Nitish R., 35b, 49a  
 De Bandt, Jacques, 17a  
 Deb, R., 14a  
 DeBrabander, Bert, 36b  
 Declercq, Eugene R., 42a  
 Deepak Lal, 34b  
 Delacroix, Jacques, 16b  
 De Montmollin, Maurice, 35b  
 Dernberger, Robert F., 16b  
 Desai, Kirit, 24b  
 Deshmukh, B.G., 43b  
 Deshpande, S.H., 3b  
 Deutsch, Karl W., 16b  
 Dev, Dharam Yash, 54b  
 Devadhar, Y.C., 12b  
 Devendra Kumar, 17b  
 Dexter, Lewis A., 54b  
 Dey, Bata K., 49b  
 Deyo, Frederic C., 71b  
 Dhavan, Rajeev, 48b  
 Dhillon, Balkar Singh, 39b  
 Dhirendra Krishna, 1b  
 Dholakia, Bakul H., 21b  
 Diwan, Paras, 53a  
 Dixit, V., 42a  
 Dixon, C.J., 19a



Dixon, Karl, 21b  
 Doerksen, Harvey, 71a  
 Dogra, Bharat, 26b  
 Dong Kyu Choi, 71b  
 Dore, R.P., 17a  
 Doss, C. Bradley, Jr. 42b  
 Douglass, Scott R., 5a  
 Draper, James A., 7a  
 Drenth, Pieter J.D., 14b  
 D'Souza, Stan, 6b  
 Du Feu, David, 64a  
 Dubey, S.N., 62b  
 Dubhashi, P.R., 10b, 15b, 58a  
 Duncan, S.S., 32b  
 Dutt, Kalyan, 39b  
 Dutt, Ruddar, 34b  
 Dutton, William H., 12b  
 Dwivedi, R.C., 13a

Eagleton, Thomas F., 61b  
 Edstrom, Anders, 36a  
 Edwards, P.K., 65b  
 Ekong, Ekong E., 10b  
 Engelbert, Ernest A., 57b  
 Erickson, D.L., 39b  
 Ervin, Osbin L., 46b  
 Espenshade, Thomas J., 18a  
 Estall, Robert, 61b

Faaland, Just, 17a  
 Fadahunsi, Olu, 42b  
 Fajana, Olufemi, 28a  
 Farlie, Dennis, 65a  
 Farooqi, Sibghat Ullah, 36a  
 Fathaly, Omar, 52b  
 Fenmore, Barton, 41a  
 Fenno, Richard F., Jr. 41b  
 Ferreira, Joseph, Jr., 32b  
 Fine, J.C., 37a  
 Fisera, Vladimir, 35b  
 Fishburn, Peter C., 21b  
 Fleming, Jeanne J., 60a  
 Flora, Cornelia Butler, 10b  
 Flora, Jan L., 10b  
 Flowers, Marilyn R., 66a  
 Ford, Thomas R., 58b  
 Fox, Edward Whiting, 29a  
 Fox, James G., 1a  
 Frieden, Bernard J., 32b  
 Friedmann, Santiago, 10b

Friend, Kenneth E., 38a  
 Fritschler, A. Lee, 57b  
 Fuller, Bascombe R., 48a

Gabler, L. Richard, 42a  
 Gallagher, Michael, 54b  
 Gandhi, Natwar M., 1a  
 Gangrade, K.D., 22a  
 Ganguli, Sidhartha, 25a  
 Ganguly, Shivaji, 19a  
 Garg, J.S., 3b  
 Garg, Pyara Lal, 4a  
 Garg, R.B.L., 48a  
 Gehrlin, William V., 21b  
 George, K.K., 27a  
 Germann, A.C., 40a  
 Ghorpade, M.Y., 62a  
 Ghosh, B.C., 12b  
 Ghosh, Biswanath, 37a  
 Ghosh, Ratan, 39b  
 Ghosh, Santosh, 29a  
 Gibson, Frank K., 48a  
 Gibson, John W., 50b  
 Gilbert, Dennis, 42b  
 Giles, William F., 38a  
 Gilje, Paul A., 63b  
 Gill, Sucha Singh, 2b  
 Gillean, James I., 61b  
 Godfrey, Martin, 39a  
 Goldey, D.B., 22a  
 Goldman, Henry H., 5b  
 Goldthorpe, John H., 64a  
 Goel, Brij Bhushan, 3a  
 Gonen, Turan, 46a  
 Goodin, Robert E., 41a  
 Goodman, Carl F., 50b  
 Gopalakrishana, G.G., 48a  
 Gopalakrishnan, C.V., 19a  
 Gopalkrishnan, N., 27b  
 Goudy, Willis J., 47a  
 Gourault, J., 36b  
 Graham, Robert J., 55b  
 Granberg, Donald, 22a  
 Graycar, Adam, 64a  
 Grecic, Vladimir, 66b  
 Green, Harry A., 42b, 45a  
 Greenstreet, D.K., 30a  
 Gregory, Roy, 48b  
 Griffith, Rodger W., 52a  
 Griffin, Keith, 17b

Grover, B.S.K., 35a  
 Grumm, John G., 42a  
 Guar, V.K., 29a  
 Guernier, Maurice, 20a  
 Guest, Avery M., 45b  
 Guha, Amalendu, 24b  
 Guion, Robert M., 50b  
 Gulati, I.S., 5a, 27a, 66a  
 Gulick, Luther, 56b  
 Gupta, Anand P., 27b  
 Gupta, B.N., 23a  
 Gupta, Dipankar, 35a  
 Gupta, L.C., 55b  
 Gupta, R.S., 19a  
 Gupta, Virendra, 36a  
 Guyot, James F., 67b  
  
 Habeck, Karl, 72b  
 Halachmi, Arie, 58b  
 Hale, George E., 5a  
 Hallows, D.A., 42a  
 Halpern, Stephen C., 38b  
 Hammes, Richard R., 65b  
 Hardev Singh, 18b  
 Harlan, Anne, 37b  
 Harpal Singh, 20a  
 Harriss, C. Lowell, 61a  
 Harty, Mary L., 47b  
 Hauser, Robert M., 65b  
 Hawker, Geoffrey, 57b  
 Hayward, Jack, 22a  
 Haywood, Stuart, 42b  
 Heidenheimer, Arnold J., 59b  
 Heimpel, Christian, 2b  
 Heller, Frank A., 14b  
 Helman, Amir, 3a  
 Henderson, Peter, 25a  
 Hennigan, Robert D., 40a  
 Henry, Paul-Marc, 17a  
 Higgins, Tom, 62a  
 Higuchi, Tomio, 49b  
 Hollick, Julian Crandall, 22a  
 Holmes, Jean, 56b  
 Holzer, Marc, 50a  
 Hood, C.C., 25b  
 Hooja, Rakesh, 14b  
 Horton, Woody W., Jr., 36b  
 Hota, Saroj Kumar, 10 a  
 Howard, John H., 25a  
 Hrebenar, Ronald J., 22a

Hudson, Edward A., 22a  
 Hughes, Helen, 14a  
 Hunt, Thelma, 50b  
 Hurley, Patricia, 59a  
 Husby, Michael S., 47b  
 Hussein, S. Ahmad, 40a  
 Hutchison, H. Gray, Sr., 36b  
  
 Ibrahimsoni, M., 72a  
 Iengar, H.V.R., 17b  
 Inder Jit, 38b  
 Ingelhart, Ronald, 59a, 59b  
 Ingram, Helen, 71a  
 Iqbal, Badar Alam, 36a  
 Iqbal, Mohammed, 34b  
 Irani, J.K., 46a  
 Irwin, Galen, 65a  
 Iyer, Haripad R. Subramonia, 69b  
 Iyer, K. Gopal, 39a  
  
 Jacob, Alice, 39a  
 Jaffe, Eliezer, 60a  
 Jagannathan, N.S., 46a, 66a  
 Jagjivan Ram, 57a  
 Jahani, Mohammad, 55b  
 Jain, Girilal, 22a, 35a  
 Jain, H.C., 2a  
 Jain, S.N., 71a  
 Jain, Udai, 54a  
 Jakubs, John, 43b  
 James, Josef, 18a  
 Jasdanwalla, Zalbun Y., 3a  
 Jatia, J.M., 44a  
 Jayaprakash Narayan, 70a  
 Jayme-Ho, Teresa, 72a  
 Jena, B B., 53a  
 Jenks, Richard, 22a  
 Jensen, Dallin W., 71a  
 Jha, Akhileshwar, 37a  
 Jha, Ganganath, 35a  
 Jha, L.K., 17b  
 Jha, Prem Shankar, 5a, 5b, 19a, 34a, 66a  
 Jha, S.K., 13b  
 Jha, S.N., 69b  
 John, V.V., 9b  
 Johnston, Michael, 7a  
 Johnston, Richard, 22a  
 Johr, Walter Adolf, 68b  
 Jones, Mervyn, 35a  
 Jones, William A., Jr., 42b

Joshi, Navin Chandra, 20a, 23a, 61b  
 Joshi P.C., 3a, 23a, 34a  
 Joshi, R.C., 15a  
 Jussawalla, M.F., 36a

Kabra, Kamal Nayan, 46a  
 Kagel, John H., 33a  
 Kahlon, A.S., 26a  
 Kahn, Alfred J., 64a  
 Kakabadse, Andrew P., 42b  
 Kakalia, Minoo, 29b  
 Kakwani, Nanak, 66a  
 Kamath, H.V., 40b  
 Kanetkar, V.G., 55b  
 Kantha Rao, M.L., 61b  
 Kapur, D.V., 56a  
 Kapur, K.L., 43b  
 Kapur, J.L., 38b  
 Karam Singh, 3a, 39b  
 Karan Singh, 20a  
 Karim, M.R., 72a  
 Kasar, D.V., 10b, 23a  
 Kashyap, Lina, 25b  
 Katyal, K.K., 63a  
 Katzenstein, Mary F., 53a  
 Kauffman, Kris G., 71a  
 Kaushik, Surendra Nath, 48a  
 Kerr, Jeffrey, 37b  
 Kerr, Steven, 37b  
 Khan, Javed Alam, 36a  
 Khan, Mohammed Mohabbat, 59b  
 Khandelwal, Brij, 52a  
 Khanna, H.R., 54b  
 Khanna, K.C., 19a, 24b  
 Khanna, K.K., 51a  
 Khanna, Kailash, 4b  
 Khare, S.T., 71a  
 Khatib, A.L., 35a  
 Kher, Antoine, 17a  
 Khosla, G.D., 61a  
 Khurana, Nilima, 19a  
 Kilmann, Ralph H., 51b, 67b  
 Kim, Dai Young, 71b  
 Kim, Jae-On, 65b  
 Kimura, Hiroshi, 10a  
 Kingdon, John W., 41a  
 Kinnard, Douglas, 6a  
 Kirk-Greene, A.H.M., 57a  
 Kirkpatrick, Donald E., 67a  
 Kirkpatrick, Samuel A., 41b  
 Kirpal, Viney, 63a

Kishore, K., 13a  
 Klein, Rudolf, 60a  
 Klimoski, Richard J., 49b  
 Knaff, Eugena, 63b  
 Knippenberg, Robert W., 50b  
 Kodiyan, P.K., 26b  
 Koontz, Harold, 44b  
 Kooperman, Leonard, 57a  
 Koopman, Paul, 14b  
 Korneev, Victor L., 28b  
 Koski, Heikki, 42b  
 Kozar, Kenneth A., 62a  
 Kraemer, Kenneth L., 12b  
 Krajcik, Richard S., 50a  
 Kriegsfeld, Irving M., 61b  
 Kripalani, J.B., 7b, 55b  
 Krishna, P.V., 3a  
 Krishna, Sridhar, 33b  
 Krishna Murthy, S.M., 43b  
 Krishna Rao, P.V., 46a  
 Krishna Rao, S., 61a  
 Krishnan, P., 53a  
 Krishnaswamy, N., 52a  
 Kuklinski, James H., 41a  
 Kulkarni, Chidambara, 29a  
 Kulkarni, D.K., 50b  
 Kulkarni, Sumitra, 55a  
 Kulkarni, V.B., 53a, 63a  
 Kurien, C.T., 17b, 18a, 20a, 34a, 37a  
 Kurien, V., 17b  
 Kutty, Krishna, 28b  
 Kuykendall, Jack L., 68a

Lagos, Ricardo, 17a  
 Lakdawala, D.T., 18a, 19b, 20a, 64b, 68b  
 Lakshminarayanan, V.R., 38a  
 Lamb, Berton L., 71a  
 Lane, Paddy, 62a  
 Lawler, Edward E., III, 45a  
 Lecraw, D., 28b  
 Lee Boon Thong, 69a  
 Leece, John, 41a  
 Leff, Nathaniel H., 37b  
 Leigh, Andrew, 64b  
 Lemieux, Peter H., 22a  
 Lemire, Jean-Marc, 56a  
 LeVar, C. Jeddy, 38b  
 Lichbach, Mark Irving, 70b  
 Lieber, Nancy I., 53a  
 Lienard, Jean-Louis, 66a

- Limaye, M.S., 43b  
 Lindberg, Leon N., 59a  
 Lindholm, Sara, 65a  
 Lindley, Clyde J., 50b  
 Liner, Charles D., 56a  
 Little, R., 16a  
 Lodal, Jan M., 42a  
 Lomer, Margaret, 42b  
 Lomnitz, Larissa, 10b  
 Louis, P.J., 44a  
 Lucy, William H., 42b  
 Lueptow, Lloyd, 65b  
 Lynn, M.A., 62a
- McCain, J.R., 71a  
 McCallum, A., 10b  
 McCallum, Charles J., Jr., 66b  
 McCulloch, Rachel, 65b  
 McCumiskey, L.M., 62a  
 McGregor, Alan, 50b, 68b  
 Mackelprang, A. J., 57b  
 McKinlay, R.D., 16a  
 MacKinnon, James G., 61a  
 MaLemore, Lelan, 41b  
 MacRae, C. Duncan, 32b  
 Madhava Rao, L.S., 70a  
 Magazine, Alan H., 61a  
 Magdalena, Federico V., 69a  
 Mahadevan, Raman, 24b  
 Mahajani, Usha, 63b  
 Mahbub ul Haq, 37b  
 Maisonrouge, Jacques, 37a  
 Maiti, Abha, 20a  
 Malik, Amita, 60b  
 Mallagh, T.J.S., 62a  
 Mandawat, S.L., 20a  
 Mander, G.S., 66b  
 Mandi, Peter, 17a  
 Mangahas, Mahar, 19b, 72a  
 Manzoor Alam, 4a  
 Marglin, Frederique Apffel, 6b  
 Marican, Y. Mansoor, 48a  
 Marion, David E., 50b  
 Markovits, Andrei S., 16b  
 Marks, Barry A., 14b  
 Marlin, John Tepper, 50a  
 Marshall, Geoffrey, 48b  
 Martin, Andrew, 59a  
 Martin, Colin, 53a  
 Mortin, Dick, 53a
- Martin, Richard, 18a  
 Masani, Mehra, 60b  
 Masood Hasan, 25a  
 Master, Lawrence S., 65b  
 Matarese, Philip, 37b  
 Mathai, George, 24a  
 Mathew, K.K., 54b  
 Mathur, Gautam, 66a  
 Mathur, P.C., 49a, 70b  
 Mathur, S.C., 71b  
 Matthews, Donald E., 68a  
 Mayer, Robert N., 49b  
 Mayur, Rashmi, 29a  
 Meenakshisundaram, K., 43b  
 Mehta, Balraj, 5a  
 Mehta, Champak B., 66a  
 Mehta, F.A., 5a  
 Mehta, Jaswant, 61b  
 Mehta, Prayag, 46a  
 Meisner, Maurice, 6b  
 Mencher, Joan P., 26b  
 Meszaros, J. William, 55b  
 Meyer, John W., 49a  
 Meyer, Marshall W., 5b  
 Michel, Clement, 37b  
 Miller, Lynn S., 47b, 48a  
 Mimica, Milos, 18a  
 Minkin, Lewis, 53a  
 Mishra, G.P., 25b  
 Mishra, Kiran, 63a  
 Misra, G.D., 13a  
 Misra, J.P., 2b  
 Misra, Shashi, 71b  
 Mistry, P.P., 29b  
 Mitra, Partha Pratim, 54a  
 Mitroff, Ian I., 51b, 67b  
 Mittal, B.B.L., 13a  
 Moak, Lennox L., 42a  
 Moch, Michael K., 49a  
 Mohabbat Khan, Mohammad, 54b  
 Mohamad Aslam, 39b  
 Mohan, T.C., 11a  
 Mohr, Judith, 48a  
 Mohr, Lawrence B., 22b  
 Mollenhoff, David V., 72b  
 Moller, Jergen Nue, 57a  
 Mookerjee, Milan, 44a  
 Moro, James L., 50b  
 Morse, Edward V., 49a  
 Mosher, Edith K., 58a  
 Mosher, Frederick C., 58a

- Mueller, Samuel A., 65b  
 Mukherjee, D.P., 39a  
 Mukherjee, Samir Koomar, 38a  
 Mukherji, Badal, 37a  
 Mukhopadhyay, Asim, 5b  
 Mukhopadhyay, Niloy, 35b  
 Mulgan, R. G., 41b  
 Mundigo, Axel I., 7b  
 Mundle, Sudipto, 64b  
 Mungham, Geoff, 70b  
 Munjee, Nasser M., 34a  
 Munshi, Sunil, 7b  
 Muralidhar, N.V., 72a  
 Muranjan, S.W., 45b  
 Murphy, Earl Finbar, 5b  
 Murphy, Michael E., 3b  
 Murthi, M.N., 4a  
 Murthy, Guruprasad, 5a  
 Mustafi, Ashoke, 27a  
 Mutatkar, L.K., 18b  
 Mwapachu, Juma Volter, 2a, 30a  
 Myers, Gibbs, 38a
- Nadler, Arnold D., 65a  
 Nagaraj, K., 39b  
 Nagarajan, P., 37a  
 Nageswara Rao, K., 61b  
 Nageswara Rao, M., 46b  
 Naikawadi, D.J., 23a  
 Nair, R. Madhavan, 54b  
 Nambiar, K.K.G., 34b, 57a  
 Namboodiripad, E.M.S., 35a  
 Nancoo, Stephen, 2a  
 Nandy, Ashis, 37a  
 Nanjundappa, D.M., 20a  
 Narasimha Reddy, D., 38a  
 Narayan, Hemendra, 26b  
 Narendar Kumar, 36a  
 Narielwala, Pesi M., 4b  
 Nariman, F.S., 8a  
 Nasruddin, B., 17a  
 Nayak, Satyendra S., 28b  
 Nayar, D.P., 21a, 29a  
 Nayar, Kuldip, 22a, 38a, 60b  
 Nelson, Garrison, 41a  
 Nicholson, Nigel, 1a  
 Nimkar, Balkrishna, 3b  
 Noorani A.G., 8a, 27a, 42a, 45b, 47a, 55a  
 Norton, Alan, 68a  
 Norton, Philip, 41a
- Nsarkoh, J.K., 43a  
 Nti, J., 8a  
 Nwabueze, R.O., 24b  
 Nwosu, Emmanuel J., 30b
- Odland, John, 43b  
 O'Dowd, P., 62a  
 Ogundimu, Bamidele A., 15a, 49a  
 Okai, K. Asante, 5b  
 Olayemi, A.O., 7b  
 O'Kane, James M., 54a  
 O'Leary, D., 61b  
 Olsen, Raymond N., 45a  
 Onitiri, H.M.A., 17a  
 Onokerhoraye, A.G., 69b  
 Opoku-Afriyie, Y., 19b  
 Orsborn, John F., 71a  
 Oteiza, Enrique, 17a  
 Otti, Phyllis Betts, 65a  
 Owen, John E., 60a  
 Owens, J.K., 64b  
 Owusu-Ansah, K.A., 8b, 43a, 44b
- Padgaonkar, Dileep, 22b, 60b  
 Padmanabha Rao, N., 38b  
 Padmanabhan, B.S., 38a  
 Pai Panandikar, D.H., 5a  
 Pajer, Robert C., 50b  
 Pajic, Zoran, 37b  
 Pandey, B.K., 26b  
 Pandey, Jawahar Lal, 53a  
 Panitchpakdi, Supachai, 21a  
 Pantulu, N. Kamaraju, 19b  
 Parakal, Pauly V., 55a  
 Parikh, Mohan, 29b  
 Park, Richard L., 34b  
 Parle, William M., 45a  
 Parthasarathy, S., 19b  
 Patel, A.R., 23a  
 Patel, H.M., 5a, 30b  
 Patel, Tara, 63a  
 Patil, H.K., 10b  
 Patil, R.G., 23a  
 Patil, R.K., 2b  
 Patra, Saral, 5a  
 Payne, Stanley G., 65a  
 Payyappilly, Jose T., 19b  
 Pendse, Sandip, 51a  
 Pentney, John, 41b

- Perez, B.A., 72a  
 Peretto, Vincent J., 50b  
 Peroff, Kathleen, 40a  
 Perry, James L., 50a  
 Peters, John G., 13b  
 Pfeffer, Jeffrey, 21b  
 Pickard, Cyril, 49b  
 Pillai, Velayudhan, 43a  
 Pinder, Craig C., 50a  
 Pinera, Jose, 65b  
 Pinto, S.A.A., 28b  
 Piper, Robert R., 43b  
 Piplai, Tapan, 5a  
 Pittman, Julian V., 52b  
 Potter, David C., 8b  
 Powell, David E., 59b  
 Powell, Mel D., 47b  
 Prabhavalkar, B.H., 43b  
 Pradeep, T., 33a  
 Pradhan, P.C., 65a  
 Prasad, Ishwari, 61a  
 Prasad, Lalmani, 1b, 10a  
 Premchand, 43b  
 Presser, Stanley, 65b  
 Preston, Michael B., 50a  
 Prien, Erich P., 50b  
 Priestley, Margaret, 1a, 25b  
 Prybyla, Jan S., 18a  
 Psacharopoulos, George, 21a  
 Pugh, Cedric, 33a  
 Puri, Balraj, 34a, 55a  
 Puri, Rakshat, 39a  
 Putnam, Robert D., 59a
- Race, Jaffrey, 26a  
 Rady, Hussein M., 62a  
 Raghava Rao, M.V., 20a  
 Raghavan, K., 45a  
 Raina, L.N., 18b  
 Rais, Asutosh, 8a, 32b  
 Raj Krishna, 20b  
 Rajan, N., 30b  
 Rajkhowa, N.C., 18b  
 Raju, N. Satyanarayana, 19b  
 Ram Chander, 36a  
 Ram Prakash, 34b  
 Rama Rao, S., 43b, 46b  
 Ramachandran, K.S., 18b, 26a, 29b, 34b  
 Ramana, D.V., 18a  
 Ramanujam, G., 33b
- Ramanujam, M.S., 45a  
 Ramaswamy, V.S., 31a  
 Randeria, K.N., 39b  
 Rangachari, K., 5a, 28a  
 Rangarajan, C., 20b  
 Ranjana, 66a  
 Rao, B. Anand, 31a  
 Rao, B. Prasad, 3a  
 Rao, B.S.S., 60b  
 Rao, G.V.K., 20a  
 Rao, K.R.M., 5a, 11a, 28b, 34b, 66b, 68b  
 Rao, S.K., 23b  
 Rao, V.K.R.V., 29b  
 Rathore, L.S., 35b  
 Ray, Sankar, 68b  
 Rayappa, P. Hanumantha, 18a  
 Rechintzer, P.A., 25a  
 Rehfuess, John A., 47b  
 Reid, William J., 64b  
 Rein, Martin, 59b  
 Rele, R.G., 43b  
 Rele, Subahah J., 33a, 71a  
 Remili, Abderrahman, 17a  
 Reschovsky, Andrew, 63b  
 Reynolds, Allan, 3b  
 Reynolds, Harry W., Jr., 57b  
 Reynolds, Morgan O., 33a  
 Rich, Wilbur C., 50a  
 Rickover, H.G., 1a  
 Roessener, J. David, 2a  
 Rogers, E.W., 64a  
 Rogers, Michael, 17a  
 Rosen, Terry L., 43a  
 Rosenberg, Stephen, 57a  
 Rosenbloom, David H., 6a  
 Rowan, Brian, 49a  
 Rowe, J.W., 22b  
 Roy Asoke Mohan, 11a  
 Roy, Delwin A., 44a  
 Roychowdhury, Krishna Chandra, 23b  
 Rudra, Ashok, 26b  
 Rundquist, Barry S., 13b  
 Rungta, A.K., 44a  
 Rus, Veijko, 14b  
 Russell, Peter H., 36a  
 Rutledge, Ian, 39b  
 Rutter, Laurence, 47b
- Saaty, Thomas L., 68a  
 Sabot, R.H., 68b

- Sabourin, L., 17a  
 Sacco, John F., 45a  
 Sachs, Ignacy, 18a  
 Sechitanand, N.N., 34b  
 Saeed-ul-Hassan, 1b  
 Safford, James O., 29a  
 Sagittarius, 18b  
 Sahay, S., 8a, 12b, 38b, 55a, 72b  
 Sahota, Gian S., 33b  
 Saigal, K., 11a  
 Salamon, Lester M., 55a  
 Salancik, Gerald R., 21b  
 Saleh, Saneya, 4b  
 Samaraweera, Vijaya, 22b  
 Sambavan, 66a  
 Samuelson, Paul A., 29b  
 Sancheti, D.C., 37a  
 Sanyal, Amal, 23b  
 Sanyal, Shyam Sundar, 14a  
 Sapre, N.B., 27b  
 Sarana, Gopala, 3b  
 Sarkar, Chanchal, 54b  
 Sarkar, Subhash Chandra, 34a  
 Sarma, K.S. R.N., 43a  
 Sarpong, Kwame, 49a  
 Satia, J.K., 20b  
 Satish Kumar, 35a, 43b  
 Satya Deva, 60a  
 Satya Sundaram, I., 23a  
 Sau, Ranjit, 20b  
 Savas, E.S., 47a  
 Saxeana, A.P., 2a  
 Saxena, K.B., 39a  
 Scalapino, Robert A., 7a  
 Scholss, Henry H., 31a  
 Schmitz, Hubert, 39a  
 Schneider, Kenneth R., 65a  
 Schuman, Howard, 65b  
 Schwarz, John E., 41a  
 Schwind, Paul J., 40a  
 Scott, Joseph B., 50b  
 Scull, Andrew T., 52b  
 Seddon, V.J., 53b  
 Seers, Dudley, 17a  
 Selbourne, David, 35b  
 Sen, A.C., 11a  
 Sen, A.G., 55a  
 Sen, J., 31b  
 Sen, N., 48b  
 Sen, Tapas Kumar, 13a  
 Sen Gupta, J., 44a  
 Sengupta, P.R., 23b  
 Seplaki, Les, 64b  
 Seth, S.C., 29a  
 Sethi, H.S., 52b  
 Sethi, J.D., 34b  
 Sethi, Narendra K., 36b, 37b  
 Sethuraman, S.V., 23b  
 Sever, James W., 50b  
 Shafi, Sayed S., 7b  
 Shah, J.M., 4a  
 Shah, Vimal P., 63a  
 Shahani, R.T., 68b  
 Shalala, Donna E., 47b  
 Shankara, B.S., 45a  
 Shannon, John, 42a  
 Shanti Bhushan, 40b  
 Shapek, Raymond A., 47b  
 Sharma, G.D., 43b  
 Sharma, Jitendra M., 49b  
 Sharma, K.L., 26a  
 Sharma, Mohan Lal, 65a  
 Sharma, R.K., 45a  
 Sharma, S.L., 45b  
 Sharma, Santosh, 44a  
 Shaw, Malcolm, 22b  
 Shenoy, D., 18a  
 Shete, N.B., 63a  
 Shetty, S.L., 18a  
 Shields, Beatrice G., 61a  
 Shital Parkash, 36b  
 Shorett, Alice, 71a  
 Shourie, Arun, 55a  
 Siddiqi, H.Y., 27b  
 Sidhar, W.R., 33a  
 Siegel, Gilbert B., 7a  
 Siegfried, John J., 55a  
 Simha, S.L.N., 27b  
 Sinclair, Barbara Deckard, 41b  
 Singh, B.N., 26b  
 Singh, B.P., 15b  
 Singh, D. Bright, 68b  
 Singh, G.N., 2b, 3b  
 Singh, J.D., 69a  
 Singh, Parmanand, 45b  
 Singh, R.I., 2b  
 Singh, Radha Raman, 11b  
 Singh, Ram D., 62a  
 Singhvi, L.M., 72b  
 Sinha, A.K., 20a  
 Sinha, Arun, 39a  
 Sinha, J.N., 23b

- Sinha, Sunil, 20b  
 Sivaraman, B., 11b, 14a  
 Smith, Harry R., 62a  
 Smith, R.F.L., 60a  
 Smith, Roger S., 61a  
 Smith, Sharon P., 70b  
 Smyth, Douglas C., 18b  
 Sondhi, Krishan, 60b  
 Sondhi, P.R., 32b  
 Sonis, Michael, 3a  
 Sonkar, R.D., 43b  
 Sorabjee, Soli J., 38b  
 South, John C., 46a  
 Spadijer, Balsa, 27b  
 Spitzer, Steven, 52b  
 Sreedhar, 60b  
 Sreeram, K., 43b  
 Srinivasan, A.V., 56a  
 Srinivasan, Nirmala, 45b  
 Srivastava, Saraswati, 47a  
 Stanley, David T., 50a  
 Stanyer, Jeffrey, 57b  
 Staufenberger, Richard A., 58a  
 Steel, David R., 57b  
 Steers, Richard M., 14b  
 Stewart, J.D., 42a, 43a  
 Stillman, Richard, Jr., 58a  
 Stingl, Josef, 24a  
 Stocking, Carol, 65b  
 Stolzenbero, Ross M., 72a  
 Story, Jonathan, 53a  
 Stott, Martin, 7b  
 Stouffer, Willard B., 48a  
 Strickland, William J., 49b  
 Strom, Gerald S., 13b  
 Stromberg, Charles H., 48a  
 Strumpel, Burkhard, 59a  
 Struyk, Raymond J., 32b, 33a  
 Subba Rao, Y.V., 24b  
 Subido, Chita T., 19b, 21a  
 Subramaniam, S., 14b  
 Subramanian, T.R., 68b  
 Subramanian, V., 12a  
 Sud, Surinder, 38a  
 Sudama, Trevor, 5b  
 Sudhakara Rao, 72a  
 Sudman, Seymour, 65b  
 Sugarman, Jule M., 2a  
 Sullman, Ali Ahmed, 46b  
 Sundaram, S., 35b  
 Sunkel, Cavaldo, 17a  
 Surgeon, George P., 65a  
 Suri, Prakash Chandra, 34b  
 Suri, Vinod, 39b  
 Suriyakumaran, C., 7b  
 Swain, John W., 47b  
 Swaminathan, M.S., 20a  
 Tamaskar, B.G., 4a  
 Tandon, Prakash, 31b  
 Taneja, D.V., 17a  
 Tasgaonkar, S.K., 71b  
 Tate, T. Bernard, 49a  
 Taub, Richard P., 65a  
 Taylor, William J., 58a  
 Tees, David W., 48a  
 Ternowetsky, Gordon, 69a  
 Ternowetsky, Gordon W., 54a  
 Tewari, S.W., 22b  
 Thacker, N.H., 43b  
 Thakur, Shrinivas, 5b, 34b  
 Thapar, Ramila, 37a  
 Thavaraj, M.J.K., 5b, 27a  
 Thiagarajan, N., 46a  
 Thoeny, A. Robert, 47b  
 Thomas, Raymond, 24a  
 Thomas, S., 62a  
 Thomason, Charles Y., III, 52b  
 Thompson, J.D.C., 32b  
 Thompson, Lawrence H., 37a  
 Thomson, Rebecca S., 40a  
 Thorsrud, Einar, 22b  
 Thurman, J.E., 38b  
 Tierney, Cornelius E., 36a  
 Tilak, B.D., 12a  
 Tilak, Jandhyata B.G., 21a  
 Tiwari, R.S., 21a  
 Topornin, B., 12b  
 Townsend, James R., 6b  
 Train, C.J., 14a  
 Tripathi, B.L., 69a  
 Tripathi, K.P., 19a  
 Tristan, M. Vinicio, 17a  
 Turner, Chris, 45b  
 Turvey, Ralph, 69a  
 Tyagi, S.P., 23a  
 Tydeman, J., 32b  
 Udayashankar, B., 35a  
 Ummat, R.C., 18b  
 Unnithan, T.K.N., 7a



- Unsinger, Peter E., 68a  
 Upadhyay, B.B., 52b  
 Upadhyay, K.M., 32a  
 Uppal, J.S., 3a  
 Uslaner, Uric M., 41b  
  
 Vadhera, V.K., 5b  
 Vagale, L.R., 7b  
 Vajpeyi, Dharendra K., 6a  
 Vakil, C.N., 29b  
 Valk, P. Vander, 39a  
 Varga, Karoly, 46a  
 Varghese, K.V., 33a  
 Varma, C.R. Thiagaraga, 33b  
 Varma, Mahesh C., 62b  
 Venkataram, J.V., 26a  
 Venkatarmi Reddy, P., 61b  
 Venkata Rao, V., 22b  
 Venkateswaran, K., 24a  
 Venkateswaran, R.J., 18b  
 Venu, S., 14a  
 Verghese, S.K., 28b  
 Vidlakova, Olga, 43a  
 Vigderhous, Gideon, 65b  
 Vignolle, Jean-Piere, 49a  
 Vijay Kumar, 53a  
 Villanueva, A.B., 53b  
 Vines, Kenneth N., 38b  
 Viramani, Arvind, 62b  
 Vittal, N., 29a  
 Von Der Muhll, George, 14a  
 Vyas, V.S., 3a, 20a, 24a  
  
 Wadhva, Charan, 24a  
 Wadia, Avabia B., 4a  
 Waite, Linda J., 72a  
 Walker, Jack L., 41a  
 Warriar, S.K., 69a  
 Warriar, S.K., 44a  
 Weaver, Charles N., 38b  
 Weber, Bruce, 40a  
 Weber, Ronald E., 41b  
 Weidaw, Robert A., 47b  
 Weidman, Donald R., 51b  
  
 Weihrich, Heinz, 44b  
 Weiss, Carol H., 60a  
 Weitz, Barton A., 64a  
 Welch, Susan, 13b  
 Werneke, Diana, 45a  
 Wevers, Maarten L., 22a  
 Whalley, John, 66a  
 Wherry, Robert J., Jr., 46a  
 White, Sheldon H., 59b  
 Whiting, Allen S., 6b  
 Whitley, Richard, 1b  
 Wignaraja, Ponna, 17a  
 Wilcox, Robert F., 48a  
 Wild, Kate, 17a  
 Williams, David G., 48a  
 Williamson, John B., 60a  
 Williams, Maurice, 19a  
 Williams, Thomas J., 48a  
 Winid, Bogodar, 17a  
 Witsen, J., 69b  
 Wolff, Karl-Heinz, 49b  
 Wood, Michael, 70b  
 Woode, S.N., 9a  
 Wooding, Charles J., 35b  
 Woodward, Beverly, 48a  
 Woolery, Arlo, 61a  
 Wooton, Barbara, 41b  
 Wright, Maurice, 10a  
 Wright, Theodore P., Jr., 22b  
 Wright, Vincent, 22a  
  
 Yadav, S.S., 4a  
 Yeboah-Asuamah, Kojo, 43a  
 Yin, Robert K., 21b  
 Youker, Robert, 56a  
 Yu, George T., 6b  
  
 Zacher, Lech W., 66b  
 Zahir, M.A., 22b  
 Zaidi, Naseem A., 66b  
 Zody, Richard E., 47b  
 Zorn, Tone, 45b  
 Zuckerman, Alan S., 70b

# DOCUMENTATION IN PUBLIC ADMINISTRATION

## ABSENTEEISM

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## ADMINISTRATIVE AGENCIES

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## ADMINISTRATIVE COURTS

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In India, with increase in government activities many administrative tribunals have been set up and they are exhibiting more autonomy and flexibility than government departments. Very soon civil service tribunals are also likely to be set up. In this paper an attempt is made to discuss the implications of Civil Service Tribunals and also to explore the possible model. Various reasons which justify the setting up of such tribunals are pointed out. Jurisdiction, composition and procedures of the proposed tribunals are analysed. The author hopes that such tribunals will fulfil the expectations and aspirations of the civil servants.

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As the citizen comes frequently in contact with the administration, the image of the Government depends on how quickly and adequately the needs and aspirations of the people are fulfilled and their grievances redressed. The solution lies in improvement of systems, methods of procedures of work at all levels, and attitudinal and behavioural change

among civil servants towards the public. In India, the Administrative Reforms Commission set up in 1966 has made 537 recommendations in its twenty reports. Some major achievements in simplifying procedures are examined. They are—payment of pension, refund of claims in railways, railway reservations, payment of government dues, exchange of soiled notes, issue of ration cards, payment of road tax, and separation of audit from accounts.

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The Australian Bureau of Statistics established in 1906, operates as a centralised official statistical service, with offices in all states and territories. However, there are significant primary, social and

economic data sources which operate outside the Bureau. This article brings together these relatively less well known systems for consideration alongside the many systems of the Bureau.

### BANKS

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A healthy and productive population is an important resource in development. Unfortunately in planning efforts, human resources are more or less ignored. We have attempted not population planning but population control. The emphasis should be shifted from family limitation to family welfare.

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VENKAT REDDY, G. (Kakatia Univ., Warangal). Social composition of district bureaucracy : an empirical study. *Administrator*, 22(2&3) Summer & Autumn 77, p.1045-52.

The district is a key unit of administration in state governments. The image of administration is shaped by those officials who provide contacting points between administration and citizen. The behaviour of an incumbent in an organisation is influenced by his socio-economic background. This aspect is examined in this paper. The data was collected from employees working at Warangal district headquarters of Andhra Pradesh. The background characteristics such as educational qualifications, age, caste, rural/urban background, father's profession and property particulars, of lower level employees are analysed.

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SINGH, J.P. The demographic aspect of the system of the growth of cities. *Indian Journal of Social Work*, 38(4) Jan. 78, p. 307-23.

#### CITY PLANNING

BHARGAVA, GOPAL. Restructuring walled city of Delhi. *Civic Affairs*, 25(10) May 78, p.25-7.

BHASKARA RAO, B. Systems approach to Habitat management. *Nagarlok*, 10(1) Jan.-Mar. 78, p.66-71.

BRANCH, MELVILLE C. Critical unresolved problems of urban planning analysis. *Journal of the American Institute of Planners*, 44(1) Feb. 78, p.47-59.

KUNDAN LAL. Calcutta port city development : perspectives for 2000 A.D. *Economic Times*, 8 Apr. 78, p.7.

RIDER, ROBERT W. Transition from land use to policy planning : lessons learned. *Journal of the American Institute of Planners*, 44(1) Feb. 78, p. 25-36.

SAMADDAR, SIVAPRASAD. Is old age worrying Calcutta? *Capital (Annual Number 1977)* 23 Mar. 78, p.97-100.

ZIMMERMAN, JOSEPH F. New town development in the Dublin area. Planning and Administration, 5(1) Spring 78, p.68-80.

#### CIVIL LIBERTIES

MATHEW, K.K. Basic structure and the right to property. Hindu, 1 June 78, p.8.

MUKHOTY, GOBINDA. Civil rights of foreign nationals in India. Mainstream, 16(33) 15 Apr. 78, p.11-13.

RANGACHARI, K. Property rights, a gross breach of faith. Statesman, 30 June 78, p.8.

VERGHESE, J.V. A civil rights commission. Indian Express, 6 June 78, p.4.

#### CIVIL SERVICE

AGARWALA, P.N. Role of generalists and specialists. Hindustan Times, 28 May 78, p.7.

As the State now plays a very crucial role in the economic management of the country, in civil service, various new classes notably scientists and engineers have been added but the generalists have remained on top. They are moved too frequently between unrelated jobs. A wider and more important role must be opened up for specialists. They should not be relegated to play second fiddle. Harmonious and judicious blend of both is necessary for rapid socio-economic development. Classless structure in civil services and administration is urgently needed.

DA COSTA, FRANCIS. Fall in administrative culture in India. Economic Times, 14 May 78, p. 5.

The history of civil service started with Macaulay's report (1854) in India and with Northcote-Trevelyn's report in U.K. Besides making other recommendations,

both the reports proposed the system of competitive examination for entry into the services. Since then the role of government has changed considerably. After independence, Government of India have taken various measures to modernise and streamline its working. The reports of Mr. Appleby, an American expert and the Administrative Reforms Commission made a number of recommendations to this effect. Similarly, the British Government has Fulton Committee's report, which made a comparative study of the structure of the services in France, Sweden and U.S.A. The French administrative services have generally been considered as the model service on the continent. In democracy the civil servants should realise that their ultimate object is to serve the people at large. The relationship between the politicians and the civil servants has also been discussed at length.

KHANNA, K.C. Multi-pronged attack on IAS; missing the wood for the trees. Times of India, 5 Apr. 78, p.8.

This article deals with the bickerings between the IAS and non-IAS specialist central services and the struggle the All-India Confederation of Central Government Officers' Association is carrying on for equality with the IAS. In development activities the distinction between specialists and generalists has no relevance. The anomaly of according lower status to specialists in relation to generalists should be removed.

MANKOFF, MILTON and MONICA JACOBS. McCarthyism and the civil service. Dissent, 25 (1) Winter 78, p.84-7.

OM PRAKASH. Socio-economic background of scheduled castes/tribes, regular recruits to the IAS. Administrator, 22 (2&3) Summer & Autumn 77, p.1085-97.

This paper deals with the scheduled castes/tribes regular recruits to IAS during 1974 and 1975. The information was

collected from the LBS National Academy of Administration, Mussoorie, when the author, for the completion of his Ph.D. thesis, interviewed IAS probationers, in Oct. 1976. The socio-economic statistical data pertaining to religion, faculty, education, universities, home states, rural and urban affiliation, income, etc., is presented in tabular form.

## COLLEGES AND UNIVERSITIES

MITRA, SISIR. Undergraduate education faces crisis. *Economic Times*, 4 May 78, p. 5; 5 May 78, p.5.

REDDY, K. N. University finances—a case study of the M. S. University of Baroda. *Vishleshan*, 4 (1) Mar. 78, p.5-24.

## COMMUNICATION IN MANAGEMENT

CHAUDHARY, A.S. Downward communication in industrial hierarchy in public sector organisation. *Integrated Management*, 13 (5) May 78, p.11-17.

RANDOLPH, W. ALAN and FREDERIC E. FINCH. The relationship between organization technology and the direction and frequency dimensions of task communications. *Human Relations*, 30 (12) Dec. 77, p.1131-45.

## COMMUNITY DEVELOPMENT

BASHIRUDDIN, S. Communication strategy for development of the rural weak, role of industrial houses. *Rural Development Digest*, 1 (1) Jan. 78, p.45-53.

BROOKS, ELIZABETH E. "People participation", Gaspe, Canada and Zambia, Africa. *International Social Work*, 21 (1) 78, p.28-37.

DANFORTH, DEVARATNAM. Citizen participation in community development

through local government in Sri Lanka. *Planning and Administration*, 5 (1) Spring 78, p.41-52

GHAFOOR, ABDUL. (Ministry of Education, Islamabad). Concept of rural development in developing countries. *Local Government*, 10 (4) Apr. 78, p.5-10.

'Developing' countries are those ones who have specified their goals and are struggling for their achievement. Before World War II, Afro-Asian and Latin American countries had surplus food and were exporting some portion to developed countries, but afterwards for various reasons have started importing food grains. Structural, institutional and behavioural changes are necessary to transform the peasant and pastoral societies into industrialized ones. Agricultural and industrial development are interdependent processes but rural development without agricultural development is inconceivable. A few measures are suggested to accelerate the process of agricultural development.

GOLABIAN, HOSSEIN. Development strategies for Iran's underdeveloped rural and nomadic areas, some preliminary thoughts and ideas. *Ekistics*, 45 (267) Feb. 78, p.88-95.

GUPTA, RANJIT. Action research in Dharampur, organising the rural poor. *Voluntary Action*, 20 (5) May 78, p.18-20.

HARDEV SINGH. Programme for rural development. *Eastern Economist*, 17 Mar. 78, p. 495-8.

Increase in agricultural productivity along with diversion of surplus labour to non-agricultural activities can solve the problem of rural unemployment and poverty. The industries should be locationally viable and capable of adopting improved technology progressively. Therefore a thorough survey is necessary before setting up any rural industrial estate. Some examples of work done by commercial banks and industrial



houses in promoting rural development are given.

**HOLLNSTEINER, MARY RACELIS.** People power : community participation in the planning of human settlements. Assignment Children, (40) Oct.-Dec. 77, p.11-47.

**HUIZER, GERRIT.** Peasant organizations and rural development. Development Policy and Administration Review, 3 (1) Jan.-June 77, p.7-15.

**INAMDAR, N.B. and N. G.SATISH.** Information system for rural development. Rural Development Digest, 1 (1) Jan. 78, p.54-61.

This is a paper presented at the Symposium on "Planning of National Information Networks" organised during 11th All India IASLIC Conference, held at Karnataka University, Dharwar, Nov. 2-5, 1977.

**INTEGRATED** rural development. Kurukshetra, 26 (13) 1 Apr. 78, p.4-19. (Special issue).

*Contents:* Accent on rural development, by H. M. Patel; Integrated rural development, by S. K. Agrawal; Integrated approach to development, by Gopal Bhargava; Planning for integrated development, by Som Deo; Indian villages today, by Arunava Dasgupta; Integrated rural uplift in Punjab, by J. D. Batra; A story of two villages, by Jivan Datt; An adopted village in Uttar Pradesh, by G. S. Vidyarthi.

**JAISWAL, N. K.** Strategy of planned change for increasing the effectiveness of rural development organisation. Behavioural Sciences and Rural Development, 1 (1) 78, p.39-67.

**KARAM SINGH and DES RAJ.** Integrated area development planning : suggested approach and its application. Indian Journal of Industrial Relations, 13(4) Apr. 78, p.525-39.

A model for integrated rural development developed by the authors is presented

in the form of a chart. They adopted this model for the study of Marwah block of the Doda district of Jammu and Kashmir. Some salient aspects of this study are discussed in this article.

**KHAN, AKHTAR HAMEED.** (Michigan State University). Ten decades of rural development in India. Voluntary Action, 20(4) Apr. 78, p.17-25; 20(5) May 78, p.4-11, 29.

Under colonial rule, in rural areas, the administrative structure became a pliant tool in the hands of landlords and money lenders. This brought forth four major problems which the colonial administrators could not solve. They were—the recurrence of famine, the inequality of land tenure, over-increasing peasant indebtedness, and smouldering disaffection against the government. As regards rural reconstruction, an outline of rival ideologies—colonial, Gandhian, Fabian Socialist and Marxist socialist—is presented. After independence, India retained, almost unchanged, the political, economic and administrative heritage. In India community development (CD) programme sponsored by Americans became a great rural programme. In fifties it became a world-wide movement, but its decline was as sudden as its rise. By 1960 CD was demoted and Agricultural Extension introduced in 1950 became the senior partner. The adoption of improved methods was slow as the infrastructure which supports commercial farming did not exist. Green revolution which was a boon to favourable regions and favoured classes increased disparity. Village panchayats have failed to mobilize villagers and resources due to lack of decentralisation and too much domination by official and non-official elites. Cooperatives have failed to perform productive and protective functions. The growing number of tenants, share croppers and landless labourers are not much benefited by land reforms. Urban bias has distorted national planning and

the gulf between cities and villages has widened. The difference between Indian and Chinese attempts for rural development is briefly reviewed.

KURIAN, VERGHESE. The elite in modernising rural society. *Eastern Economist*, 70(16)21 Apr. 78, p.784-8.

NAYAR, A.P. Corporate sector and rural development. *Economic Times*, 6 Apr. 78, p.5; 7 Apr. 78, p.7.

The rural development programmes undertaken by the corporate sector can be construed as part of its social responsibility towards the national interests. Associated Cement Companies and Mafatlal Group have evolved a distinct strategy of their own in rural development. While the main objective of ACC's schemes is to instill a feeling of self-help and self-reliance among villagers, the major thrust of Mafatlal is on creating subsidiary occupations. The steps taken by various companies—Glaxo, Sandoz, Indian Explosives, Cadbury, Hindustan Lever, etc.—in rural development are described and concluded that industrial houses should pool their resources and set up a common machinery for effective action.

PARAMESWAR RAO, B.V. Are we development oriented? *Voluntary Action*, 20 (6) June 78, p.16-17.

PATIL, B.C. and V.T. PATIL. Universities and rural reconstruction with special reference to India. *Journal of Karnataka University (Social Sciences)*, 13, 77, p.23-31.

RAHMAN, MD. ANISUR. Participatory organisations of the rural poor; an approach to developing programme. *Human Futures*, 1(1) Spring 78, p.13-18.

REHMAN, ANISUR, VIJAY K. KULKARNI and SUBHASH C. GAKKHAR. Pilot project for promoting rural development in Midnapore. *Economic Times*, 11 Apr. 78, p.5; 12 Apr. 78, p.5.

Midnapur district is a monocrop, drought prone area with scanty irrigation facilities in West Bengal. An outline of socio-economic profile based on intensive field survey is presented. So far the National Labour Institute has organised two rural camps in project area, for those engaged in organising the rural labour. The methodology of the programme is based on a dialogical process between the staff and participants, deliberating on issues in small groups. It is proposed to take up afforestation and minor irrigation works. The two camps held so far are briefly evaluated.

RELE, SUBHAS J. Injecting inputs in rural areas. *Management Accountant*, 13(4) Apr. 78, p.326-7.

RONDINELLI, DENNIS A. and KENNETH RUDDLE. Political commitment and administrative support, preconditions for growth with equity policy, *Journal of Administration Overseas*, 17(1) Jan. 78, p.43-60.

SEN, NANDITA. Rural development. *Voluntary Action*, 29(5) May 78, p.24-6.

SEN, SUDHIR. Need for an integrated plan for rural development. *Capital*, (Annual Number 1977), 23 Mar, 78, p.41-4.

Rising agricultural production only can invigorate the rural economy. Integrated rural development must begin with physical integration of isolated villages by linking them with good roads to market-towns. This will facilitate distribution of agricultural inputs and provide outlets for surplus farm produce. Land reforms establishing owner-cultivators, market-towns with link-roads and rural electrification can modernise and revolutionise the rural economy in a decade or two. Market townships will provide excellent locations for agro-industries, semi-urbanise the rural areas, break down the rural-urban "dual economy" and

bring about more equitable distribution of wealth.

SHARMA, SUDESH KUMAR. Rural development and rural poor. *Mainstream*, 16(33) 15 Apr. 78, p.21-2.

Real development occurs only when there is decline in poverty and unemployment. There is lack of coordination in our overlapping rural development programmes. Solution to poverty lies in creation of job opportunities. People's participation in development should be institutionalised. The necessary transformation of socio-economic institutions is possible if bureaucracy provides organisational flexibility.

SINGH, D.R. (Punjab Agricultural Univ., Ludhiana). Management strategy of rural development. *Indian Management*, 17(4) Apr. 78, p.9-12.

Rural development administration needs technical, managerial and conceptual skills. Four components of management strategy are described. They are—determination of objectives, formulation of policies, development of strategy, and implementation of strategy. Proper implementation depends upon (1) organisational structure, (2) systems of incentives and control, (3) role of managers, and (4) appraisal and feed-back systems. These aspects are analysed and a few guidelines are presented to achieve success in management strategy.

SONDHI, MANTOSH. Steel and heavy industry in rural development. *Human Futures*, 1(1) Spring 78, p.35-40.

This is a talk given to Institution of Engineers (India) at Gauhati, 13th January 1978.

SRIVASTAVA, J.C. (Council of Scientific & Industrial Research, New Delhi). Integrated rural development, a concept and approach. *Khadi Gramodyog*, 24(7) Apr. 78, p.335-67, 24(8) May 78, p.410-21.

The community development programme launched in 1952 benefited the rural rich and privileged rather than the poor. The scheme of integrated rural development has been introduced to achieve socio-economic transformation of rural poor through transfer of appropriate technology for the maximum utilisation of locally available resources including manpower. Objectives and guidelines for the preparation of action plan for each district are pointed out. For the implementation of IRD programme twenty districts have been selected in eighteen states on the basis of economic backwardness and potentiality for development. These districts are listed in an annexure.

SUBBAKRISHNIAH, A. Planning education for rural development: Kenya. *Ekistics*, 45(267) Feb. 78, p.72-3.

TAIMNI, K.K. (Vaikunth Mehta National Institute of Cooperative Management, Pune). Developing rural managers. *Indian Management*, 17(3) Mar. 78, p.9-13.

Rural development programmes should ensure that rural poor are benefited. The programmes cannot be effective unless those entrusted with this task are properly equipped to do so. Here lies the importance of developing rural managers. The tasks before the rural managers are explained. Relevant training material for those tasks is more or less absent. The present management education and training in India is ill-suited to the needs of rural managers. No attempt has been made to Indianise this rapidly growing discipline. We need bare foot managers of the type in China.

VAKIL, C.N. How to achieve rapid growth of the rural areas. *Capital* (Annual Number 1977), 23 Mar. 78, p.33-9.

Conscious objective to develop self-reliance among farmers is lacking in our present rural development schemes. Two illustrations are given to prove that in rural improvement schemes, devoted workers who can mix with the people are essential. Unfortunately graduates from

agricultural colleges and universities are anxious to have white collar jobs only. Agricultural bias should be given to courses of studies in rural primary schools, and agricultural polytechnics should be established to teach simple techniques to young boys from farming families. An outline of a scheme to establish centres of rural development in each district is presented.

VASHIST, G.D. Rural development in Kangra. *Khadi Gramodyog*, 24(7) Apr. 78, p.368-73.

This study of Kangra district of Himachal Pradesh, based on data from various secondary sources, is an attempt to explore the ways and means for overall rural development of the area. Immense potential exists for agricultural improvement, dairy and poultry farming and establishment of forest-based industries.

VERHAGEN, KOENRAAD. Rural development through co-operatives: "The Karibu Project"—a model development strategy. *Review of International Co-operation*, 70(4) 77, p.320-6.

WAHEED, ZOHRA. Spectrum of community development. *Public Administration Review (Pakistan)*, 16(1) Jan.-Mar. 78, p.20-6.

WILLARD, WILLIAM. (Washington State Univ.). The Agency Camp Project. *Human Organization*, 36(4) Winter 77, p.352-62.

The concept of utilizing indigenous workers in a community development program is found in the Agency Camp Development project. This project is aimed at strengthening local organization to carry out a training program for construction skills, and the development of a housing project within a new community 11 miles south of the present Sage settlement. The Sage community of Native Americans has traditionally been employed in agriculture. However, with the rapid mechanization of U.S. agriculture, employ-

ment possibilities are decreasing in the number of jobs, and in the number of work days per year. Thus, the whole agricultural work tradition familiar to the Sage is disappearing, leaving an ethnic community without viable work experience, or transferable job training.—*Reproduced*.

WINANS, EDGAR V. (Univ. of Washington) and ANGELIQUE HAUGERUD. (Northwestern Univ.). Rural self-help in Kenya: the Harambee movement. *Human Organisation*, 36(4) Winter 77, p.334-51.

Since becoming independent Kenya has placed a stress on economic and social development. One aspect of this emphasis has been the official encouragement of rural self-help (*harambee* in Swahili), conceived and carried out by rural people. Until quite recently, the government did not attempt to direct people to any particular type of project nor did one form of activity gain more encouragement than another. Data presented show that education projects (school and related facilities) consistently account for nearly half of all self-help when measured by either project value or volume at the national level. Agriculture and health related activities, each comprising about one-tenth of annual value, represent the second largest share. Statistical associations indicate that districts with good agricultural potential and high populations have high self-help rates. Self-help appears weakest where access to urban facilities is easiest. When attention is directed to trends over the period covered, it appears that self-help is weakening in districts of high agricultural potential while beginning to rise in those of lower potential. This is largely a consequence of a slowing of new education projects in better developed districts, and there is some evidence to indicate a rise in other types of projects in such districts. In the less developed districts it is education projects which are on the rise.—*Reproduced*.

ZUBAIRY, R.A. Rural development model for the Indian situation. *Economic Times*,

8 June 78, p.5; 9 June 78, p.5; 10 June 78, p.5.

### COMPUTERS—POLICE

SHARMA, S.K. Computer applications in police. Administrator, 21(4) Winter 76, p.865-70.

### COMPUTERS—PUBLIC ADMINISTRATION

ATKINSON, W.R. Future developments in government computing. Whitley Bulletin, 58(1) Jan. 78, p.14-17.

### CONSTITUTIONAL LAW

NOORANI, A.G. Repairing the damage to the constitution. Indian Express, 16 Apr. 78, p.6.

### CONSTITUTIONS—AMENDMENTS

ABRAHAM, A.S. Amending the constitution; objections to referendum proposal. Times of India, 6 May 78, p.8.

KATYAL, K.K. Consensus and conflict. Hindu, 2 May 78, p.8.

SAHAY, S. The 45th amendment bill. Statesman, 27 Apr. 78, p.6.

SAHAY, S. Removing the tilt. Statesman, 4 May 78, p.6.

### CONSUMER PROTECTION

VERMA, D.P.S. Protection of consumer and trade practices' regulation. Economic Times, 20 June 78, p.5; 21 June 78, p.5.

### CO-OPERATION

DESHMUKH, M.A. Restrictive features of cooperative law in India. Cooperative Perspective, 12(3) Oct.-Dec. 77, p.11-27.

### CO-OPERATIVE BANKS

JOSHI, NAVIN CHANDRA. Financial structure of cooperative banks. Yojana, 22(2) 16 Apr. 78, p.20-1.

### COOPERATIVE SOCIETIES

DATAR, D.R. Constraints on growth of cooperatives. Cooperative Perspective, 12(3) Oct.-Dec. 77, p.4-10.

RAO, G.V. Rural cooperative institutions. Yojana, 22(10) 1 June 78, p.23-4.

RURAL cooperatives. Kurukshetra, 26(14) 16 Apr. 78, p.3-21. (Special issue).

*Contents :* Rural cooperative management, by B.K. Sinha; Role of rural cooperatives, by V.K. Balakrishnan; Revamping rural cooperatives, by T.S. Reddy; Cooperatives for whom? by M. Kutumba Rao; Teaching for cooperation, by B.L. Mathur; Fisheries cooperatives, by P.R.S. Tampi; Sheep cooperatives, by S.N. Bakshi; Sugar cooperatives, by P. Murali.

### CORPORATIONS—PLANNING

RAKESH KUMAR. Corporate planning—basic steps. Management in Government, 9(4) Jan.-Mar. 78, p.381-9.

### CORPORATIONS—TAXATION

MISRA, G.D. Tax policy and dividend decisions in corporate sector. Eastern Economist, 70(17) 28 Apr. 78, p.829-31.

The author, who is lecturer, Department of Economics, Banaras Hindu University, Varanasi, has come to the conclusion that incentives in the form of exemptions, deductions and rebates have eroded the tax base and thereby reduced the progressivity of corporation income tax. With such schedule of exemptions neither has the government achieved its revenue objective nor has industrial sector been able to resolve its financial problems and declare higher stable dividends.—*Reproduced.*

## CORRUPTION

RAY, S.K. Corruption in public life, shaking the pagoda tree. *Economic Times*, 21 May 78, p.4.

SHACKLETON, J.R. Corruption: an essay in economic analysis. *Political Quarterly*, 49(1) Jan.-Mar. 78, p.25-37.

WALDENSTROM, ERLAND. Corruption in business—a common problem for governments and enterprises. *Skandinaviska Enskilda Banken Quarterly Review*, (1-2) 78, p.25-9.

## COUNCILMEN

ROBBINS, JOHN R. Councillors compared: South Australia and England. *Australian Journal of Public Administration*, 36(4) Dec. 77, p.367-71.

## COUPS D'ETAT

NORTH, LIISA and JOSE NUN. A military coup is a military coup—or is it? review article. *Canadian Journal of Political Science*, 11(1) Mar. 78, p.165-74.

## CRIME

KAKKAR, P.C. Improving the existing crime records system. *CBI Bulletin*, 12(4) Apr. 78, p.8-10.

VENUGOPAL RAO, S. White collar crime. *Indian Journal of Social Work*, 38(4) Jan. 78, p.399-409.

This paper was presented at a Seminar organised by the Department of Law of the Guru Nanak Dev University of Amritsar on the 18th and 19th September, 1977.

## CRIMINAL PROCEDURE

MOITRA, M.R. Views on the new criminal procedure code, 1973. *Administrator*, 21(4) Winter 76, p.909-12.

## DEBTS, PUBLIC

CHATTERJEE, SRIKANTA. Solving the debt problems of the third world. *Capital*, 180(4510) 27 Apr. 78, p.555-6.

PATEL, HIMMAT. Growing indebtedness of states. *Mainstream*, 16(39) 27 May 78, p.15-17.

RELE, SUBHASH J. Dangers of growing public debt. *Eastern Economist*, 70(16) 21 Apr. 78, p.788-9.

VELAYUDHUM, T.K. Funding of treasury bills in India. *Economic & Political Weekly*, 13(18) 6 May 78, p.771-5.

## DECISION MAKING

KAUFMAN, CAROLYN CHAMBERS and JOSEPH M. McKEON, Jr. Accounting for the uncertain you. *Journal of Systems Management*, 29(2) Feb. 78, p.33-7.

LACKMAN, CONWAY L. Decision making as a focus for the discipline of public administration. *Chinese Journal of Administration*, (25-28) Jan. 77, p.78-85.

PASCALE, RICHARD TANNER. Communication and decision making across cultures: Japanese and American comparisons. *Administrative Science Quarterly*, 23(1) Mar. 78, p.91-110.

SHARMA, M.L. Managerial decision-making under uncertainty. *Indian Management*, 17(3) Mar. 78, p.13-17.

STAW, BARRY M. and JERRY ROSS. Commitment to a policy decision: a multi-theoretical perspective. *Administrative Science Quarterly*, 23(1) Mar. 78, p.40-64.

TIRMIZI, F.A.M. Creative elements in decision making and supervision. *Public Administration Review (Pakistan)*, 16(1) Jan.-Mar. 78, p.38-46.

## DEFENCE, NATIONAL

ARYA, K.C. Defence expenditure after 1960. *Eastern Economist*, 10(19) 12 May 78, p.936-9.

CARIAPPA, A.C. Can India reduce its defence expenditure? *Hindu*, 19 Apr. 78, p.8.

## DEVELOPMENT ADMINISTRATION

HOOJA, RAKESH. The concept of development administration: review article. *Administrator*, 22(2&3) Summer & Autumn 77, p.1053-9.

## DIPLOMATIC AND CONSULAR SERVICE

ALBERT, EMST. Axing and pruning Britain's overseas services? *Aussen Politik*, 29(1) 78, p.17-27.

MENON, K.P.S. Reorienting the Indian Foreign Service. *Capital* (Annual Number 1977), 23 Mar. 78, p.49-52.

Due to intrinsic soundness of our foreign policy, it has remained consistent even when new government has come into power after thirty years. Personality test is an integral part in recruitment to the Foreign Service but with examinations in regional languages, it should be supplemented by something like the house-party system in England. Whatever the training courses, the real training of Foreign Service probationer takes place under his first chief abroad. The structure of Foreign Service is sound enough and needs no reorganisation. It needs only reorientation in its manner of working.

## DISASTER RELIEF

RAMACHANDRA REDDY, K. The cyclone and the police. *CBI Bulletin*, 12(3) Mar. 78, p.1-4.

SHARMA, RAVINDRA. (Collector, Raipur). Role of district administration in emergency relief. *Administrator*, 21(4) Winter 76, p.899-902.

This article deals with emergency situation in case of drought. As relief has to be provided at a break-neck speed, every collector of a district is expected to prepare famine programme in advance. In relief administration, he functions as coordinator and leader of the district team. Location of work-sites for relief works should be close to the affected areas. Muster-rolls should be properly maintained. Involvements of district administration in drought relief described in this article are based on author's eleven years' experience in Madhya Pradesh as a leader or member of a relief team.

## DISASTERS

LONG, FRANK. The impact of natural disasters on third world agriculture: an exploratory survey of the need for some new dimensions in development planning. *American Journal of Economics and Sociology*, 37(2) Apr. 78, p.149-64.

## DISTRICT ADMINISTRATION

GAIKWAD, V.R. (Indian Institute of Management, Ahmedabad) Redesigning the role of district administration: from regulating to developing. *Vikalpa*, 3(2) Apr. 78, p.121-31.

In recent years, district administration in India has been given greater responsibilities in welfare and development of the rural people. There was some meddling with the district administrative sub-system under various schemes and programmes. Even the introduction of panchayati raj has not changed the interrelation between various sub-systems and the intrinsic nature of powers which the state has exercised over the citizens through its executive machinery at the district level and below.

This article examines the intrinsic meaning of regulatory functions and observes that, even under the 'development administration', mostly regulatory functions are performed by various welfare

and development departments. Industrialisation, which is a major instrument of social change, has not yet touched district administration. The author recommends decentralization of local self-government and general development functions at the village level, and a shift from regulatory function to direct responsibility for production for improving the image of district administration.—*Reproduced.*

#### DROUGHT

JAISWAL, N.K. Development of drought prone areas, measures suggested in the past. *Rural Development Digest*, 1(1) Jan, 78, p.17-38.

#### ECONOMIC ASSISTANCE, AMERICAN

PETERSON, PETER G. New international economic order, fact or fairy tale? *California Management Review*, 22(2) Winter 77, p.99-102.

#### ECONOMIC ASSISTANCE, INDIAN

AGARWALA, P.N. Project exports to Arab countries. *Commerce*, 136(3489) 22 Apr. 78, p.636-8.

#### ECONOMIC ASSISTANCE, IRISH

KINSELLA, R.P. An overview of Ireland's development assistance. *Administration*, 25(3) Autumn 77, p.308-27.

#### ECONOMIC DEVELOPMENT

ADISESHIAH, MALCOLM S. The third world's development needs. *Madras Development Seminar Series Bulletin*, 8(5 & 6) May-June 78, p.310-12.

AXINN, GEORGE H. The development cycle : new strategies from an ancient concept. *International Development Review*, 19(4) 77, p.9-15.

DARLING, ROGER. A return to valid development principles. *International Development Review*, 19(4) 77, p.27-31.

DIEBOLD, JOHN. Development and the private sector : an interview. *American Review*, 22(3) Spring 78, p.13-17.

FIELDS, GARY S. Who benefits from economic development?—a reexamination of Brazilian growth in the 1960's. *American Economic Review*, 67(4) Sept. 77, p.570-82.

FRANKEL, FRANCINE R. Compulsion and social change: is authoritarianism the solution to India's economic development problems? *World Politics*, 30(2) Jan. 78, p.215-40.

HO, SAMUEL P.S. China's economic development in historical perspective. *Pacific Affairs*, 50(3) Fall 77, p.460-6.

METHA, G. Inflation, taxation and economic development with particular emphasis on India. *Vishleshan*, 4(1) Mar. 78, p.39-49.

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This case study of the Swaraj tractor has been undertaken with a view to understanding the problem of decision-making in public manufacturing enterprises in India. in Indian economy. *Mainstream*, 16(34) 22 Apr. 78, p.14-19.

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MAHMUD, S.K. Personnel administration and state enterprises. *Public Administration Review* (Pakistan), 16(1) Jan.-Mar. 78, p.12-19.

PALANISAMI, N. Capital intensity in public sector undertakings. *Eastern Economist*, 70(23) 9 June 78, p.1120.

In view of the shift in emphasis in favour of labour intensive industry, the author, who is an assistant director in the Rural Electrification Corporation, tries to measure the impact of capital intensity on return in public undertakings and concludes that an appropriate capital labour ratio which could maximise the return is required to be evolved by scientific appraisal of specific projects.—*Reproduced*.

PARANJAPE, H.K. Role of public sector

With some changes in emphasis from time to time, the Government of India has continued to endorse the use of both the public and private sectors for economic development. The rapid expansion of the public sector over the last thirty years is briefly reviewed. The objectives behind this expansion have been attained and technologically complex industries have been established. This is a paper presented at the recent Seminar on Management of Public Enterprises in India and USSR.

PILLAI, P. MAHANAN. Foreign collaboration in public sector. *Economic and Political Weekly*, 13(21) 27 May 78, p.M48-55.

This paper discusses the nature of foreign collaboration in the Indian public sector. It attempts a comparison of foreign collaboration in the public and private sectors with a view to assessing whether the public sector has been successful in securing better terms and conditions for the transfer of technology and thus promote the objective of self-reliance.—*Reproduced*.

PUBLIC sector development in Commonwealth countries. *Lok Udyog*, 12(1) Apr. 78, p.53-6.

Here are recommendations of the five-day Pan-Commonwealth Seminar at New Delhi, which concluded on 3rd March 1978.

RAIS, ASUTOSH. Private profit in public sector. *Democratic World*, 7(20) 14 May 78, p.5-6.

A recent report of Parliament's Committee on Public Undertakings deals with 'galloping rise' in foreign tours by public sector officials. Unfortunately it makes little effort to find out the reasons and leaves many questions unanswered. Besides, top managerial cadres in public enterprises usually misuse perquisites allowed to them.

Modest culture is lacking and the wasteful expenditure of tax payers' money is a matter of serious concern.

RAJASEKHARIAH, A.M. and S.Y. GUBBANNAVAR. (Karnatak Univ., Dharwad). Problems of public undertakings in India—a review. *Journal of Karnatak University, (Social Sciences)*, 13, 77, p.13-22.

The public sector has expanded rapidly after independence. But in spite of huge expansion and gross increase in output, the achievements are not up to expectations. Various aspects of uneconomic functioning are pointed out. The authors have dealt with the suggestions of Administrative Reforms Commission and concluded that the organisational forms, personnel policies and procedures of work need basic changes if the public enterprises are to deliver the goods.

RAO, K.R.M. Dressing the public sector window. *Democratic World*, 7(15) 9 Apr. 78, p.5-6.

Annual reports, accounts and balance sheets of public enterprises are notorious for concealing what is vital and revealing what is inconsequential. So is the annual report of the Bureau of Public Enterprises for 1976-77, which is a typical bureaucratic document. The issues analysed are capacity utilisation, employment, subsidies, investments, etc. which form part of the Bureau's annual report.

SARADHI, S.P. VIJAYA K. RAJESHWAR RAO. (Osmania Univ., Warangal.) Working capital investment and financing in public enterprises. *Management Accountant*, 13(5) May 78, p.391-400.

The purpose of this paper is to examine the size and the source-form of financing gross working capital investment and

current asset investment of public enterprises during 1969-75. Firstly, the overall position is examined without industry considerations. Secondly, diversities in the pattern are studied as between 'Enterprises under construction' and 'Running enterprises' and considering the latter, as between 'those producing goods' and 'those rendering services'. Thirdly, intra-enterprise group diversities are brought to light.

SHARMA, J.N. (Raj Rishi College, Alwar). Audit control of public enterprises. *Chartered Accountant*, 26(10) Apr. 78, p.580-3.

In the context of increasingly expanding public sector, the importance of audit has gone up. The constitutional position of Comptroller and Auditor-General of India, the highest audit authority, is explained. The Audit Board constituted in 1969 selects a few undertakings every year and conducts comprehensive appraisal of their performance. In many government corporations, audit is carried out by professionals also. We need change in attitudes of auditors, who should look at our developmental problems pragmatically, keeping in view the exigencies of public enterprises.

THAKURTA, J. GUHA. Has the public sector achieved a commanding height? *Capital (Annual Number 1977)*, 23 Mar. 78, p.167-8.

The author has analysed the working results of Central Government undertakings and public sector's contribution to domestic product and savings *vis-a-vis* the private sector's. The Government has participated in the organised sector where it is easier to show spectacular results but has not stepped in directly in agriculture and cottage industries, the two most unorganised sectors, where the private sector has failed.

## GOVERNMENT REGULATION OF BUSINESS

**KHANNA, SUNDEEP.** Case study of a regulatory operation: simultaneous raids on 106 rice mills, 10th August, 1974. *Administrator*, 21(4) Winter 76, p.913-17.

It was rumoured that the large evasion of levy by the rice millers has led to non-fulfilment of levy targets. Therefore, the biggest operation of raiding and seizing the records of 106 rice mills in Raipur district was launched on 10th August 1974. This article is a record of the planning and execution of the operation. Large-scale irregularities were discovered and malpractices detected.

**WEAVER, PAUL H.** Regulation, social policy and class conflict. *Public Interest*, (50) Winter 78, p.45-63.

## HEALTH SERVICES

**BANERJI, D.** Political dimensions of health and health services. *Economic and Political Weekly*, 13(22) 3 June 78, p 924-8.

**BROWN, MALCOLM C.** Comparative aspects of the New Zealand and Canadian health systems. *Economic Record*, 53(142-3) June/Sept. 77, p.182-97.

**CHOWDHURY, ZAFRULLAH.** Basic service delivery in "under-developing" countries. *Human Futures*, 1(2) Summer 78, p.115-27.

**KAUL, S.A.** Community rural health programme, Landour. *Voluntary Action*, 20(5) May 78, p.27-9.

**WEISNER, STAN.** (Univ. of California, Berkeley). The impact of community intervention. *Social Service Review*, 51(4) Dec. 77, p.659-73.

The relative impact of community work intervention and socioeconomic factors on utilization behaviour in the health sector is evaluated in a rural setting in Southern Gujarat, India. Utilization measures of public health facilities by village (N-38) and individually (N-31) serve as the dependent variables. Using primarily correlation and regression analysis, factors identified as significant determinants of utilization include distance, wealth, caste, literacy, and the existence of a village cooperative. Notably absent are indicators of community work intervention, that is, village meetings, community health worker visits, and health talks. A major implication of the study is that geographic and socio-economic conditions should play a greater role in determining community health work policy and strategy at the village level. Also it is suggested that additional studies be conducted using a variety of behavioral measures to test for the differential impact of community work as an effective intervention in other sectors.—*Reproduced.*

## HOUSING

**BHASKAR RAO, B.** Housing—2000 A.D.: long-range perspective for India. *Indian Review of Management & Future*, (3) 77, p.10-15.

**FULLER, RICHARD BUCKMINSTER.** Accommodating human unsettlement. *Town Planning Review*, 49(1) Jan. 78, p.51-60.

**GOKHLE, R.G.** Housing in India 2000 A.D. *Indian Review of Management & Future*, (3) 77, p.16-17, 22.

**KHADDURI, JILL, KATHARINE LYALL and RAYMOND STRUYK.** Welfare reform and housing assistance: a national policy debate. *Journal of American Institute of Planners*. 44(1) Feb. 78, p.2-12.

MATHUR, G.C. Rural housing and development. *Indian Review of Management & Future*, (3) 77, p.38-41.

PATEL, SIRESH B. Critical issues in formulating housing policy. *Indian Review of Management & Future*, (3) 77, p.1-9.

PRASAD, N.K. Housing and urban development—role of HUDCO on national scale. *Nagarlok*, 10(1) Jan.-Mar. 78, p.29-36.

RELE, SUBHASH J. Cost reduction approach to housing. *Mainstream*, 16(40) 3 June 78, p.49-50.

SMITH, BARRY N. and DAVID C. THORNS. Housing research—problems and possibilities. *Public Administration (New Zealand)*, 40(1) Mar. 78, p.51-61.

UNNI, K.R. Community housing. *Indian Review of Management & Future*, (3) 77, p.56-68.

WARD, PETER M. Self-help housing in Mexico city, social and economic determinants of success. *Town Planning Review*, 49(1) Jan. 78, p.38-50.

#### HYDROELECTRIC PLANTS

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HANUMAPPA, H.G. Income distribution in urban areas, a case study of Bangalore. *Economic and Political Weekly*, 13(15) 15 Apr. 78, p.662-8.

NARAYANAN, S. Pattern of income distribution and poverty in a village in Orissa, an analysis. *Behavioural Sciences and Rural Development*, 1(1) 78, p.11-24.

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VAN ROSSEM, J.P. Various concepts to account for income taxes in general purpose financial statements. *Chartered Accountant*, 26(12) June 78, p.732-42.

#### INDIA—ECONOMIC POLICY

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#### INDIA—FOREIGN RELATIONS

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The Diplomatic Studies Division (Centre for Studies in Diplomacy, International Law, and Economics) of the School of International Studies organised a seminar on "India and the Changing International Environment" in the Jawaharlal Nehru University on 1-2 November 1976. This report is based on the notes taken by various scholars of the school who acted as *Reporteurs*.

### INDIA-GOVERNMENT

DAS GUPTA, RANAJIT. Indira regime: centrism to right authoritarianism. *Mainstream*, 16(30) 25 Mar. 78, p.32-4; 16(31) 1 Apr. 78, p.14-21, 27.

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*Contents*: The problem, by Bashiruddin Ahmed; Kashmir, by Shamim Ahmed Shamim; Karnataka, by R.K. Hebsur; In the East, by Sivadas Banerjee; Tamil regionalism, by R. Srinivasan; Andhra: social polarisation, by B.A.V. Sharma; Further reading, a select and relevant bibliography compiled by M.S. Limaye.

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*tional Centre Quarterly*. 5(1) Jan. 78, p. 14-22.

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### INDUSTRIAL DEMOCRACY

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The scheme to set up district industries centres has received encouraging response from State Governments. Already one hundred such centres have been set up, and very soon all districts will have such centres. Such a centre will prove to be a catalyst of industrial growth, as under a single roof, it will provide all the inputs that an entrepreneur may need to launch his venture.

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countries. *Mainstream*, 16(32) 13 Mar. 78, p.23-7.

MEHTA, F.A. Re-structuring Indian industry: how and why? *India International Centre Quarterly*, 5(1) Jan. 78, p.39-51.

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The Centre for Studies in Social Sciences, Calcutta, held a seminar on "Industrialisation in India" on December 20-22, 1977. This report is an attempt to present a critical summary of the seminar. Some important points made in the papers are put into a wider perspective. The order of themes is altered to highlight the interesting issues.

REDDY, AMULYA KUMAR N. An alternative pattern of Indian industrialization. *Human Futures*, 1(2) Summer 78, p.105-14.

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ZACHARIAH, K.A. Industrial development, a long-range view. *Madras Development Seminar Series Bulletin*, 8(3) Mar. 78, p.170-90.

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This is a summary of the address delivered by the Deputy Chairman, Planning Commission, at a seminar organised by the Indian Institute of Chemical Engineers, Regional Centre, Bombay, on 6th May 1978.

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PRASAD, K. Bigger role for small sector. *Yojana*, 22(6) 1 Apr. 78, p.28-9.

#### INFLATION AND DEFLATION

DAS, NABAGOPAL. Back to inflation, those who suffer the most. *Statesman*, 5 Apr. 78, p.6.

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BHATTACHARYYA, S.K. and GAUTAM CHAKRAVARTI. Designing MIS for top management: some operational guidelines. *Vikalpa*, 3(1) Jan. 78, p.21-34.

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This paper traces the background of the Employees' State Insurance Scheme, its administration and various benefits under the Act. It uses published data available from Annual Reports of the E.S.I. Corporation and also statistical analysis of the opinion of the sampled employees of a textile mill and an engineering concern. The study mainly reveals the views of employees, regarding the working of the scheme and makes suggestions based on certain findings. Dr. A.M. Sarma is member of the Faculty of Personnel Management and Industrial Relations, Tata Institute of Social Sciences, Bombay. —*Reproduced.*

SOENY, KEWAL. Social security in India: ESI scheme is the answer. *Lok Udyog*, 12 (1) Apr. 78, p.45-8.

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RAO, K.L. Inter-linking of rivers for future India. *Journal of Indian Water Works Association*, 10(2) Apr.-June 78, p.199-212.

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SAIKIA, ANUVA. Irrigation in Assam. *Yojana*, 22(9) 16 May 78, p.18.

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SURUPRIA, SHANTILAL. Irrigation agriculture : a regional planning approach to command area development. *Asian Economic Journal*, 19(1) Apr. 77, p.35-46.

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In the early years of irrigation projects, when water is abundant, farmers in the upper reaches adopt crops and irrigation techniques which use water extravagantly. As the canal network is extended and the available water has to be spread over a larger area, the head reach farmers, mount resistance to reduction of their water supply. This paper describes the administrative effort that was needed to prevent paddy being raised in irrigated dry blocks and on land which was not entitled to irrigation at all on the Tungabhadra High Level Canal in southern Andhra Pradesh. Case studies such as this may help to get a clearer idea of the potential for using control over irrigation water as a policy instrument for inducing desired changes in cropping pattern.—*Reproduced.*

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#### JOB EVALUATION

SETHURAMAN, T.V. and A.V. MUTHUKRISHNAN. Job evaluation: time tested aid in wage determination. *Economic Times*, 13 May 78, p.5.

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SINGHVI, G.C. Measures to tone up the social outlook of judicial services. *Administrator*, 22(2 & 3) Summer & Autumn 77, p.985-90.

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DOGRA, BHARAT. Land reform in U.P.—a sad story. *Indian Express*, 5 Apr. 78, p.6.

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MILLER, JON and LINCOLN J. FRY. An examination of the subjective rewards and disadvantages of rank in law enforcement agencies. Pacific Sociological Review, 21(1) Jan. 78, p.103-16.

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NAIR, K. NARAYANAN. Size and utilization of draught animals in Kerala. Indian Journal of Agricultural Economics, 32(4) Oct.-Dec. 77, p.117-30.

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## LOCAL GOVERNMENT

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DATTA, ABHIJIT. (I.I.P.A., New Delhi). Rural administration in India : a research survey during 1950-70. *Journal of Administration Overseas*, 17(1) Jan. 78, p.35-42.

This survey of research intended to serve as a bench-mark research survey covers both district administration and panchayati raj. District administration is the keystone of the Indian administrative system. Though the literature on it is vast, actual research is meagre. It is suggested that in future, research in district administration must be restricted to specific issues. Research output on panchayati raj is substantial. Two areas favoured by researchers are: (1) structure and working, and (2) political aspects. Various approaches and aspects of panchayati raj are still unexplored. A short annotated bibliography on district administration and panchayati raj respectively is appended.

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The movement for local self-Government gathered momentum after Independence, particularly after 1959. For a moment it appeared as if the country was at the threshold of a genuine break-through in affording the people an opportunity to run their own affairs at all levels. But within a few years by 1969 the movement relating to panchayati raj had lost most of its impetus and there has been a further deterioration in the status and the function of panchayati raj institutions all over the country. In Bihar, for instance, in 23 of the 31 districts democratic decentralisation was kept in abeyance for 10 years. In Karnataka and Rajasthan there have been no elections for many years. In 1976, there were 72 corporations without elected bodies out of the total of 38 in the country as a whole. In Andhra Pradesh all the 83 municipalities in the state were under supersession. The author lists the factors responsible for this sorry state of affairs. He fervently hopes that this sad legacy of the virtually dismantled state of local self-government institutions the new government has inherited from the old one must be done away with at the earliest opportunity so as to bring in a polity that ensures decentralisation of economic and political power. —Reproduced.

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This article is a modest attempt to study the socio-personal background of mayors of Hyderabad Municipal Corporation. The author has collected data of mayors during the decade 1961-71 taking into consideration their sex, age, caste and their party affiliations. The author's findings, among others, are that 70 per cent of the mayoralty is held by males and 30 per cent by females; that the majority of mayors during this decade come under the age group of 30 to 55. Sixty per cent of them have been graduates and a considerable number come from high castes.

*Reproduced.*

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Local governments must function democratically as well as efficiently. Exercising democratic control can be best learnt and practised at the municipal level. Municipal functions can be performed by a department of state Government, but that will hinder building up of a healthy democratic organisation. Municipal councils can be divided into two wings—deliberative and executive. Feasibility of direct election of municipal

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Dr. Kulkarni a noted labour lawyer of the Bombay High Court examines here the labour statutes which are applicable to local self-government authorities in the country. Although municipal corporations, zilla parishads, village panchayats and other such self-government authorities have been exempted from the purview of many of the labour statutes such as Shops and Establishments Act, Payment of Wages Act, Payment of Bonus Act, it is not as if the benefits available under these Acts are not enjoyed by the

employees of the local self-government. The author here elaborately deals with the approach of the Supreme Court in defining 'Industry' and makes useful suggestions. *Reproduced.*

LEITAN, G.R.T. The unified local government service in Sri Lanka. *Planning and Administration*, 5(1) Spring 78, p.81-7.

MAYUR, RASHMI. Human resources in the municipal administration in India. *Bombay Civic Journal*, 24(10) Dec. 77, p.15-17; 25(1) Mar. 78, p.16-18.

Lack of organisational adaptation and inadequate exploitation of human resources are mainly responsible for the crisis in urban governments in India. Some drastic changes in the organisational structure are suggested which are necessary for effective utilisation of human resources. A few measures are proposed to make municipal organisation more attractive for talented people. Each municipal administration should set up a Personnel Department with human resources development as its central function. Human beings are complex organisms and should be kept highly motivated if productivity and growth are to be sustained. Some preliminary and broad principles in determining the rationale for human resources development are pointed out.

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## PERSONNEL, PUBLIC—PRO- MOTION

ARORA, OM PRAKASH. Promotion in civil service in India. *Administrator*, 21(4) Winter 76, p.871-80.

Every employee is most concerned with the prospect of his promotion to the next higher post. There are two main methods by which promotions are made, *i.e.*, seniority and merit. The merit of an employee can be assessed by promotion examination, service record and personal assessment by the Head of the Department. The Central Second Pay Commission pointed out certain defects in the method of writing the confidential reports and made recommendations for its improvement. Both the methods are not free from disadvantages. The procedure for promotions to be made at all the four levels (from Class IV upto Class I) in the Central Civil Service has been discussed at length. There are, generally, no promotions from Class IV to Class III except in a few departments, *i.e.*, Post and Telegraphs, Railways, etc. The Central Third Pay Commission suggested that study leave might be granted to enable them to improve their educational and technical qualifications. To increase the promotion avenues in certain categories of posts, the Central Second Pay Commission suggested the creation of the selection grade. Its extension to other categories of posts will also be justified. Therefore, the basis of promotion: (a) merit, (b) seniority, (c) seniority-cum-merit, may be applied to the different levels and types of posts taking into consideration the requirements of duties and responsibilities.

#### PERSONNEL, PUBLIC— RECRUITING

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#### POLICE

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DESAI, MORARJI. Tasks before the police. *Indian Police Journal*, 24(2) Oct.-Dec. 77, p.3-4.

These are excerpts from the speech delivered by the Prime Minister at the time of the inauguration of a housing colony for the police personnel at Raja Annamalai Puram, Madras on 21st Sept. 1977.

**JEYASINGH, J. VISUVATHAS.** Changing perspectives in police services. *Indian Police Journal*, 14(3) Jan.-Mar. 78, p.43-5.

These are extracts from a paper read by the author at the Seminar on "Police and the Public" of which he was also an Organising Secretary.

**MUKHOTY, GOBINDA.** Police and the public. *Mainstream*, 16(43) 24 June 78, p.12-14.

**NATH, T.** Orders for police to obey; the test of legality. *Hindustan Times*, 14 May 78, p.1.

**POLICE administration.** *Indian Journal of Public Administration*, 24 (1) Jan.-Mar. 78, 354p. (special issue).

**Contents:** Our Police—need for drastic reforms, by V.G. Kanetkar; The Police service : some compulsions and contradictions, by S. Venugopal Rao; Socio-cultural dimensions of police administration, by Harshad R. Trivedi; Public order, para-military organisations and Indian federalism, by C.P. Bhambhri; Police administration and centre-state relations in India, by Amal Ray; What is the police for? by P.D. Malaviya; Police administration—its challenges and prospects, by S.S. Dhanoa; The Police in independent India, by P.R. Dubhashi; Police reform in retrospect, by Anandswarup Gupta; Unionism in the police : redressal of police personnel's grievances, by Shriram Maheshwari; Personnel management in police, by T.G.L. Iyer; Effectiveness of the police, by P.D. Sharma; To whom should the police

be responsible? by G.C. Singhvi; Law enforcement in retrospect, by S.K. Ghosh; Police service—an agenda for improvement, by D. Ramchandran; City police management, by Mohit Bhattacharya; Police and criminal administration in India—need for a systems approach, by T. Anantha Chari; Reorganisation of rural police in West Bengal, by Asit Kumar Basu; Wanted—a new police manager, by S.S. Vaidyanathan; Forensic science service in India—an appraisal, by B.R. Sharma; Municipal police : role and responsibilities, by S.K. Sharma and D.R. Sachdeva; Integrated national law enforcement records, by P.C. Kakkar; A delivery end point of view—a note, by N.H. Attthreya; Book reviews; Book notes; Documents; Bibliography, by Mohinder Singh and R.N. Sharma.

In the opening contribution, an experienced police officer, V.G. Kanetkar pleads for drastic reforms in our police. He refers to the much talked of fall in police standards and thereafter takes up some basic problems as he views them. He makes out a strong case for improvement in the emoluments of the subordinate ranks. He goes on to say : "My frank opinion is that if so many police commissions (which were all on a State basis) have not succeeded in improving the police image, the main reason is that they have scrupulously avoided consideration of fair pay scales for lower ranks". He also wants 'the civil service grip' and the 'overlordship' of the district magistrate to go, alongwith the 'interference' by ministers and politicians. These are emotive statements. But the reality behind must be probed and the yardstick will have to be community satisfaction and not service identity or standing. His comments about the psychological incompatibility of the Indian SP and the DM, "unlike their British counterparts before 1947" may not conform to the general experience and does not rebound to the credit of our national character. He seems to be

needlessly harbouring the impression that the contribution of the police in providing political stability has not been always appreciated. Probably it is more a question of higher public expectations rather than of non-recognition of the police role. In the light of his experience, the author refers to the problems of crime detection and suggests how by adequate attention to them the police capability can be enhanced.

In a slightly autobiographical style or mood of introspection S. Venugopal Rao presents what he calls the 'compulsions and contradictions' of the police service. Even these negative factors will have to be viewed from the standpoint of the 'contradictions and compulsions' of the society alongwith its aspirational norms. He may sound a bit unduly harsh while saying that "the police have been at the receiving end of sanctimonious sermons from political housetops exhorting them to change their colonial outlook and transform themselves into worthy instruments of change in a developing democratic society". But he has certainly touched upon the basic problem of lack of confidence between the political masters and the police, or for that matter, the public services in general. This is a matter of vital concern to the community which is neither interested in alibis nor in scapegoats. He brings out the important point that "there has been no crystallisation of ideas regarding an appropriate police system for a plural society such as ours which is committed to democratic principles" and that "some degree of centralisation is not necessarily undemocratic" with the concept of police autonomy in a federal set-up. Apart from discussing the concepts of neutrality and accountability in the context of the police functioning, he also refers to the permissive limits and rationale of checks and balances. At the higher echelons of police management, the author invites our attention to two disconcerting features: viz., (a) the proliferation of senior

supervisory posts, and (b) the diversion of professionally competent officers to non-police assignments, which, as a part of career management, deserves the attention of the policy makers. While one may not agree to Venugopal Rao's approach or conclusions in their entirety, the article certainly makes a stimulating reading.

From the pragmatic and the practical, Harshad R. Trivedi takes us to the exploration of the socio-cultural dimensions of police administration. It is not an exercise in either speculative fancy or theoretical futility but is relevant to the understanding of the modes and the mores of the police, both in the historical perspective and for its remoulding to suit the changing requirements of the society. Trivedi develops a theoretical model based on Sorokin and projects it on the local scene. Some of his observations or conclusions, however tentative, merit consideration by the senior police officers so as to test their validity in totality or with variations from the angle of evolving a police force more in tune with our cultural milieu and imperatives as this will provide not only internal balance but also harmony with the community to whom the police belongs and whom it strives to serve.

In the next article, C.P. Bhambhri refers to some aspects of the responsibility of the States for the maintenance of law and order and the role of what he chooses to call 'the para-military organisations' with reference to the functioning of Indian federalism. He particularly refers to the CRPF, BSF and the CSIF. This matter has a number of aspects and they have been discussed by a number of committees and study groups besides being commented on in many public forums. The entire problem has to be viewed not in the heat of the moment or on any *a priori* considerations but in the overall context of the overriding need for political stability and integrity of the country. Hence come in the overseeing and

resource-giving responsibilities of the Ministry of Home Affairs. It is not the existing system but the want of an adequate appreciation of its purpose that probably gives rise to some 'tensions' as mentioned by the author. With a view to create bridges of understanding, dialogue and debate are always worthwhile in a federal system according to many observers, but what is wholesome in the broader context of the country in the light of the lessons of history should not be reduced to the level of political bargaining. It is, as said earlier, a problem which deserves cool and dispassionate consideration.

The contribution by Amal Ray, from a slightly different angle, continues the theme of Bhambhri. He feels that the role of the Centre in police administration, be it one of coordination, development or maintenance of its field units, does not in practice conform to the basic constitutional scheme. Obviously there can be no unanimity of interpretation or approach on the subject. In this connection he refers to the controversies about the matter during the last two decades in our political system. While his stress on the importance of 'consultative agreement as an instrument for mitigating' any possibility of tensions in a federal system is certainly noteworthy, one may not necessarily agree to his analysis of the role of the Centre.

In a brief article P.D. Malaviya with his own experience and background poses the question: 'What is the Police For?' He rightly says that "the question of values is intricately linked with the role assigned to the police". Again there is the problem of priorities among a multiplicity of roles. On the subject of accountability he writes: "While the events of emergency have received wide publicity, it must be remembered that what happened during the emergency was only the culmination of a process which started

during the British regime, namely, the police becoming a tool in the hands of the Government for suppression of dissent—and the system has not changed after emergency either". The observation provides food for serious thought. Some would merely dub it as an unconscious professional apologia, while others may take it as conforming to facts. These things will have to be objectively analysed without passion and prejudice for the morale of the police force as well as for the confidence of the people in this, primary instrument of law enforcement. He also draws attention to the fact that although there have been numerous and persistent complaints against police behaviour ever since independence, no behavioural scientists have been involved in any systematic study of police behaviour to identify the causes of misbehaviour and suggest remedies thereof. This certainly is an unexplored area for research by interdisciplinary academic groups.

S.S. Dhanoa briefly refers to the police system and the role of the police. In the perspective of the challenges of the democratic society, he pinpoints the role of the district officer in ensuring accountability. While there can be difference of opinion in this regard, his observation that "the effectiveness of the instrument depends on the capability of the wielders of the instrument, as also on the quality of the instrument" brings us back to the basic problem that bothers us in this regard. In a brief but thought provoking article P.R. Dubhashi examines the role of the police and indicates some contradictions and the demand for autonomy. It may be true that the presence of the police became more pronounced than in pre-independent India, but we may have to go into depth as to the causes thereof. We would like to point out that there is certainly no scope for the police to resort to coercive action to ensure public participation for any development effort

under political pressure. While no rationalisation or contradiction is desirable, it will be correct to say that welfare and development activity is really possible if people have a sense of security and faith in the law enforcement agencies. However, the issues raised by Dhanoa and Dubhashi deserve consideration to arrive at a more balanced approach, both diagnostic and remedial.

Anandswarup Gupta, who has extensively written on matters relating to the police, looks at the perennial yet unsolved problem of police reform in retrospect. His observations are sustained both by experience and study. After giving a bird's eye view of the evolution of the police, he identifies areas where attention and effort from the viewpoint of reform need to be focussed. Police reform has individual and collective, procedural as well as structural, aspects. Some of the important sections of the reform relate to the question of accountability of the police, structure and organisation, status and emoluments, law and the police, etc. He makes the critical observation that an armed policeman "is simply a paramilitary soldier in a policeman's uniform" and refers to the large expenditure on the armed police. Some of the points raised by Gupta will undoubtedly be considered by the newly set up National Police Commission. It may be added that police reform is not something which is a once for all function. It is in the nature of a dynamic equilibrium. It undercores the need for an awareness of the compulsions of the environment and the consciousness of resilience as well as the capability to cope with changing tasks. Hence police reform is not something purely mechanistic. It is a matter of attitude and approach too at every level of the organisation. Unceasing criticism or open and veiled suspicion and hostility will never be the vehicle of any lasting police reform. Police reform cannot therefore be worked out in reality only by policemen. It is also

directly related to the environment wherein the society, the intellectual elite, the common people and the higher political leadership have all a momentous role to play.

The problem of unionisation in the police and redressal of grievances is the subject matter of a detailed study by Shriram Maheshwari. Besides providing a good deal of useful factual information, the author lists out the nature of the major grievances and, thereafter, discusses the existing mechanism to redress them. He examines the legal position about unionisation for removal of complaints and grievances. He has tried to sum up some of the situations which led to agitations, referred to the infiltration of politics and made some suggestions which can help to smoothen the tensions before they build up. While one may not agree to his diagnosis and approach completely, it cannot be gainsaid that the redressal of grievances in the police force is a matter of great importance as well as of delicate responsibility for the police leadership. Even the slightest indifference in this regard will be certainly lamentable. A satisfied police force must have speedy avenues for alleviation of legitimate grievances and difficulties. In the larger perspective of morale and motivation as well as police efficiency, the matter requires continuing attention of the senior and supervisory officers.

An imaginative personnel management is crucial to any organisation. It consists of a number of inter-related concepts which have a direct bearing on the total system. In his paper on the subject of personnel administration in the police, T.G.L. Iyer has tried to touch upon the relevant factors like selection and recruitment, training in its fullness, salaries and benefits, scope for development, career planning and placement, as well as motivation. These are not isolated and cannot be analysed mechanically. Both the voice of

experience as well as academic exploration will bear testimony to the fact that it is the scientific personnel management which imparts a psychological dimension to the efficiency in the police force. In view of the large numbers and also because of the pedestrian details involved, this facet of police reform gets fragmented if not altogether ignored. The provision of the most modern equipment to the police force is not a substitute for a good personnel management. Even computerisation will remain a symbol of deceptive modernity unless it helps to simplify, solve and sustain the effort at scientific management of the police personnel.

P.D. Sharma has extensively written on different aspects of police administration. In his contribution on the effectiveness of the police, he covers a very wide spectrum. In a way of speaking, effectiveness is an instrumental as well as a fundamental value. After analysing at some length the meaning and significance of the concept of effectiveness and its operationalisation, he highlights the social and organisational perspective of effective policing. He has also listed the factors which contribute to increasing police effectiveness. He examines this question in terms of the prevalent organisation. He has worked out an interesting managerial approach to police effectiveness with the two broad parameters of organisational capacity and organisational effectiveness. According to Sharma, "a clear-cut enunciation of police philosophy and police goals, a rapid and phased programme of modernisation of police tools and an increasingly happier and healthier police-public relations can certainly go a long way to enhance the effectiveness of Indian police, which must positively respond to the challenge of change and growth in a fast modernising society." The author provides a perceptive analysis of the total problem of police effectiveness.

In the next article G.C. Singhvi in a somewhat unconventional way analyses

the much vexed issue. "To Whom Should the Police be Responsible? After indicating the existing legal and administrative position and the role of the judiciary, he works out a reoriented and restructured organisational set-up. The question of accountability is a wide one and has to be thought of in terms of democratic and functional responsibility. Accountability is always related to the goals of an organisation and the operational flexibility as well as the harnessing of resources that are called for to fulfil the objectives. The nature of accountability will also get linked up with certain structural problems of local control or remote direction. The broad framework of responsibility in the constitutional, legal and political idiom has always to be kept in view and any apparent discordance in this regard will have to be harmonised. Nothing has brought greater odium and undermined the faith of the people in this vital organ for the preservation of peace and order, than certain aberrations in the recent past which have caught people's imagination and have caused no end of anxiety and concern to the thinking people in the society.

In his contribution S.K. Ghosh surveys in retrospect the problem of law enforcement. According to him, "police interference and police involvement in politics present the greatest obstacle today to the efficiency and discipline of the police." While the police is accused of illegal action, the orders are conveyed orally. There is no doubt that while the police has been conceived of as an agent of law, often we sadly find reports of the police being used as an instrument of personal tyranny and dominance in factional politics. The author suggests the constitution of the ombudsman to whom the honest and the efficient police officers could turn for justice and fairplay in case of political victimisation.

D. Ramchandran works out an agenda for the improvement of the police in terms

of its scope and functions. He analyses the concept of productivity in the police which is broadly dependent on four factors, viz., organisational reform, manpower planning and development, application of quantitative techniques, and a sound management information system. His is a plea for innovative management so that the causes responsible for low productivity as identified can be removed. As in the case of Ramchandran, T. Anantha Chari emphasises the need for a systems approach in the police and criminal administration. He rightly speaks of its role and relationship with the courts and the correctional services. We are constrained to remark that simply the tantalising cloak of management jargon or the attempt at rationalising the control of the district magistrate as being contrary to the systems approach may have only a cosmetic effect unless the integral view of community good and responsibility loses primacy to narrow departmental approach and interests. S.S. Vaidyanathan brings this danger pointedly to our notice when he says that while managerial sophistication in police organisation will push the police towards 'professionalisation', and improve its efficiency, this by itself does not ensure improved police-community relations. In other words, true professionalism rests not merely on technical proficiency, but also on the values of a democratic legal polity.

The contribution by Mohit Bhattacharya on city police management, in the context of growing urbanisation and its concomitant tensions and problems, has an importance of its own. He refers to the issue of police reform as that of transformation from tradition to modernity. For his study he has taken seven cities by way of a sample. He makes mention of the many complaints that the vocal people in the urban areas make. He touches upon the question of the police-magistracy relationship, the separation of the investigative functions and the neglect of beat duties and surveillance work. He puts

forth for consideration the basic issue as to how the police organisation can be reoriented and made to respond to the requirements of an urban ecology. While concluding, he opines that there are many more important problems involved here and "it will be taking too narrow a view to think of the policing problems in our growing urban areas only in terms of the police-magistracy relationship". Unfortunately more than often the whole debate of police reform gets equated with this controversy, completely oblivious of the more glaring inadequacies of the system. The whole complex of the causes of the dissatisfaction of the community and police ineffectiveness is attempted to be attributed to one single cause. A much too simplistic approach to the problem!

It is in the same context of the growth of urbanisation that S.K. Sharma and D.R. Sachdeva have made a case study of the experiment of the municipal police at Patiala. The authors refer to their study as an explanatory exercise but they raise the issue of the role and responsibilities of the police in the scheme of democratic decentralisation and local government. According to them, "the police administration in India needs to be revamped on the basis of two principles, namely, specialisation and autonomy."

The problem of policing the rural areas is no less important and acute. The stratified structure of our society, with its feudal legacy and remoteness from the centres of public authority, generates feelings of insecurity among the common people. The reorganisation and reform of the system of policing of the rural areas must take into account the socio-economic forces released by the process of development and the dynamics of public policy geared to more egalitarian goals. Asit Kumar Basu presents a case study of the reorganisation of the rural police in West Bengal, but the subject of rural policing is a much



neglected one and merits study in depth with all its pervasive dimensions.

B.R. Sharma and P.C. Kakkar deal with two separate but special functions of the police and point out their importance for more effective policing. Sharma stresses the need for proper recognition of forensic science in police investigation and suggests several steps for putting this essential service in a better shape. Kakkar, likewise, in his paper dealing with the need for integrated national law enforcement records, points out a number of serious defects of the different law enforcement departments and tries to delineate the factors to be taken into account while working at a balance between a centralised and decentralised system. Though both the subjects may be of limited interest to the layman, their relevance for crime prevention and detection is far-reaching.

We conclude with a short note entitled 'A Delivery End Point of View' by Athreya. The author in his own pithy manner touches upon the core problem of citizen-police relationship. It certainly highlights the significance of the mutuality of confidence and greater understanding even among the knowledgeable about the police, and its processes as well as its limitations—*Reproduced from editorial.*

QURESHY, AHTESHAM. Problems of urban policing; crime in the city. *Hindustan Times*, 14 May 78, p.1.

RAMACHANDRA REDDY, K. Role of police in a welfare state. *Indian Police Journal*, 24(2) Oct.-Dec. 77, p.5-10.

The role of police is to safeguard peace to ensure welfare and development. Unlike advanced countries where most people follow the rules and regulations, in India, police are called upon for various

jobs. While good work goes unnoticed, lapses are exaggerated. The police should function as a sincere social worker and a good missionary doctor.

SINGHVI, G.C. Examination of the role of the Union Government in policing. *CBI Bulletin*, 12(3) Mar. 78, p.5-7.

Police is a state list subject in the Constitution of India, and various state police commissions have examined the working of the police. But a number of subjects having a bearing on police working are dealt with by Government of India. So far the role of Union Government in police matters is not studied adequately. It is pleaded that this role should be examined by the National Police Commission set up under the chairmanship of Shri Dharam Vira. A number of innovative questions which the Commission can formulate are pointed out.

#### POLITICAL PARTICIPATION

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#### POLITICAL PARTIES

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COURTNEY, JOHN C. Recognition of Canadian political parties in Parliament and in law. *Canadian Journal of Political Science*, 11(1) Mar. 78, p.33-60.

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## POLITICS, PRACTICAL

RAY, RAJAT K. Political change in British India. *Indian Economic and Social History Review*, 14(4) Oct.-Dec. 77, p. 493-517.

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## POPULATION

FOX, WILLIAM T.R. Population and world politics : a political science perspective on "the world's most critical problem". *Journal of International Affairs*, 31(1) Spring/Summer 77, p.101-39.

ROBINSON, WARREN C. F.W. Taussig's economic theory of population. *Quarterly Journal of Economics*, 91(1) Feb. 77, p.165-70.

## POPULISM

CONWAY, J.F. Populism in the United States, Russia and Canada : explaining the roots of Canada's third parties. *Canadian Journal of Political Science*, 11(1) Mar. 78, p.99-124.

## POSTAL SERVICE—PERSONNEL

BASU, TIMIR. Postal Department's bonded labour. *Economic and Political Weekly*, 13(18) 6 May 78, p.749-50.

Postal employees belonging to the category of Extra Departmental Agents work purely on no-work-no-pay basis. Though they do work of a perennial nature, they are regarded as extra-departmental. This article deals with this unfair and exploitative labour practice. Though the Supreme Court held in 1974 that such employees should be treated as regular ones, there are no signs to honour this judgment.

## POVERTY

RODMAN, HYMAN. Culture of poverty: the rise and fall of a concept. *Sociological Review*, 25(4) Nov. 77, p.867-76.

SASTRY, S.A.R. Poverty, inequality and development : a study of rural Andhra Pradesh. *Anvesak*, 7(1) June 77, p.33-55.

ZIMBALIST, SIDNEY E. Replacing our obsolete poverty line. *Public Welfare*, 35(4) Fall 77, p.36-41.

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## PRESIDENTS

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CHITTA RANJAN, C.N. Relevance of press commission. *Mainstream*, 16(39) 27 May 78, p.5-6.

LEBEDINSKAS, ALGIMANTAS. Who controls prices in the USSR? *Eastern Economist*, 70(17) 28 Apr. 78, p.838-9.

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PAIPANANDIKAR, D.H. From price to cost control. *Hindustan Times*, 23 May 78, p.7.

SAHAY, S. The press and fair justice. *Statesman*, 18 May 78, p.8.

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#### PRESSURE GROUPS

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ILLICH, IVAN. Disabling professions. *India International Centre Quarterly*, 5(1) 78. p.23-32.

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#### PROGRAMME BUDGETING

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CHANDRASEKHARA, C.S. Capital improvements programme at the local bodies level. *Nagarlok*, 10(1) Jan.-Mar. 78, p.90-100.

This paper was submitted at the IIPA Seminar on Municipal Budgetary Reform, Marh 5-6, 1974.

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### PROHIBITION

#### PRICES

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THIMMAIAH, G. and J.V.M. SHARMA. Socio-economic impact of drinking in Karnataka. *Vishleshan*, 3(1) Mar. 77, p.31-46.

BAILEY, JOHN J. Presidential control of the extended state in Latin America. *Development Digest*, 15(4) Oct. 77, p. 34-46.

## PROJECT MANAGEMENT

DUVVURI, SUBBARAO. A critique on the Little-Mirrlees method of project appraisal with special reference to agricultural projects. *Indian Journal of Agricultural Economics*, 32(4) Oct.-Dec. 77, p.46-61.

ISRAEL, ARTURO. Toward better implementation. *Finance & Development*, 15(1) Mar. 78, p.27-30.

KOENIG, MICHAEL H. Management guide to resource scheduling. *Journal of Systems Management*, 29(1) Jan. 78, p.24-9.

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DITCH, JOHN S. Direct rule and Northern Ireland administration. *Administration*, 25(3) Autumn 77, p.328-37.

GOLEMBIEWSKI, ROBERT T. A critique of "democratic administration and its supporting ideation." *American Political Science Review*, 71(4) Dec. 77, p.1488-1507.

JACOBS, B.L. (Institute of Development Studies, Univ. of Sussex, England). Public administration in developing countries : some observations. *Development Policy and Administration Review*, 3(1) Jan.-June 77, p.1-6.

## PUBLIC ADMINISTRATION

ADAMS, BRUCE and BETSY SHERMAN. Sunset implementation : a positive partnership to make government work. *Public Administration Review*, 38(1) Jan.-Feb. 78, p.73-81.

Government at all levels is held in low esteem by the governed. Under such circumstances Colorado chapter of Common Cause has devised 'Sunset' as an action-forcing mechanism to increase executive accountability through improved evaluation of programmes. It can be viewed as a partnership between legislative and executive branches to make government work. This article deals with Sunset legislation which has emerged as the most significant public management issue. It is designed to force legislatures to carry out their oversight responsibilities.

In developing countries inefficiency is rife in public service and no part of the body politic is prepared to accept responsibility. The leading problems in administrative matters are—interference by politicians, failure of public servants to adjust to changes, outdated administrative machinery, corruption, generalist/specialist controversy, and low salaries in public services. The solution lies in developing a dialogue between parties interested in improving administration and having open decisions openly arrived at in public debate. There is greater lack of rapport between academic and practical teacher of administration in India than elsewhere. The author hopes that the Rajasthan Institute and Government may set an example worth emulating.

KHANNA, K.K. (Railway Staff College, Vadodra). On the Indian administrative philosophy : a few preliminary questions. *Administrator*, 21(4) Winter 76, p.881-9.

Though political leaders, academicians and the general public have been critical of Indian bureaucracy, it is often acclaimed for its calibre and tenacity. The tendency to shirk responsibility for decision making is a universal characteristic of bureaucracy. The generalist IAS officer can maintain a system, but cannot be expected to provide innovative leadership in all positions. Indian bureaucracy is a victim of two cliques of ICS/IAS officers and officers belonging to other "Services". Vigilance organisations have been set up in all departments, but no rational analysis of corruption based on human behaviour has been conducted. Various recommendations to improve machinery of government are based on structural approach and have failed to take note of inherent human nature.

KHERA, S.S. The rule of law in public administration. *Management in Government*, 9(4) Jan.-Mar. 78, p.315-24.

Laws, rules and regulations which govern the management of public affairs are necessary for the peaceful existence of the community. In parliamentary democracy rule of law means that each and every action taken by a public servant must be according to substantive and procedural law. Four matters related to rule of law and pertinent in the work of the practising administrator are described. They are—administrative control, margins of discretion, enforcement of law, and problem of pressures.

MEHTA, BALRAJ. Administration vs management. *Indian Express*, 7 Apr. 78, p.6.

Various government decisions like reorganisation of CSIR laboratories or public sector enterprises and appointments for various posts appear to be ad hoc ones. It is argued that these decisions do not seem to be based on any system or philosophy of administration or management.

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DE, NITISH R. Action research as a learning strategy. *Human Futures*, 1(1) Spring 78, p.25-34.

This is a paper presented to Pan Commonwealth Seminar on Issues in Public Enterprise Development, February 1978, New Delhi.

HALL, P.A. Some aspects of the relationship between research and public service reform. *Administration*, 25(3) Autumn 77, p.381-96.

#### PUBLIC ADMINISTRATION— STUDY AND TEACHING

GREEN, HARRY A. An innovative approach to administrative training : an experience from Nigeria. *Journal of Administration Overseas*, 17(1) Jan. 78, p.28-34.

The author is a United Nations Consultant assigned to the University of Ife, Nigeria. He was asked to teach the compulsory course in "Public Policy Analysis and Decision Making" for the Masters of Public Administration programme. He decided that extensive lecturing is not necessary and so adopted an andragogical approach, having emphasis on

adult learning with considerable emphasis on participatory techniques, for two academic sessions 1974-75 and 1975-76. This approach is explained and assessed in this article. According to the author, the approach has been successful and demonstrates its superiority over the conventional lecture/seminar approaches.

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the Nigerian experience. *Journal of Commonwealth & Comparative Politics*, 15(2) July 77, p.127-50.

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GRAY, COLIN S. 'Think tanks' and public policy. *International Journal*, 33(1) Winter 77-78, p.177-94.

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MEHTA, BALRAJ. Prices and public distribution. *Indian Express*, 5 May 78, p.4.

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LAHIRI, SANAT. Scope and importance of public relations. *Capital (Annual Number 1977)*, 23 Mar. 78, p.101-10.

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CABATOFF, KENNETH. Radio-Quebec : a case study of institution-building. *Canadian Journal of Political Science*, 11(1) Mar. 78, p.125-38.

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MAHMOOD, HAMEEDUDDIN. Verghese committee report, NBT can wait. *Mainstream*, 16(38) 20 May 78, p.9-10.

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NAYAK, RAMDAS. Urban land ceiling and regulation act ; has it fulfilled its objectives? *Economic Times*, 19 June 78, p.5.

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STRATEGIC plan for the Northern region, a review symposium. Town Planning Review, 49(1) Jan. 78, p.14-28.

'Strategic plan for the northern region', is published by Northern Regional Strategy Team. It is in five volumes. This review symposium covers comments by John House, George Mercer, Jeremy Alden and Paul Brenikov.

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## RURAL-URBAN MIGRATION

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## SALARIES—TEACHERS

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## SALES TAX

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## SCHEDULED CASTES AND TRIBES

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BHAKTA, SATISH K. An experiment in tribal uplift. *Yojana*, 22(8) 1 May 78, p. 29-30.

BOPEGAMAGE, A. and RATNAN RAO. Educating tribal children. *Economic Times*, 17 May 78, p.5; 18 May 78, p.5.

CHANDOLIA, R.N. Scheduled tribe workers :is the occupational pattern changing. *Yojana*, 22(9) 16 May 78, p. 29-30.

CHITTA RANJAN, C.N. Beyond class conflict. *Mainstream*, 16(32) 8 Apr. 78, p. 3-6.

The author has analysed various viewpoints on the controversial issue of Bihar Government's move to reserve twenty-six per cent of Government jobs for the "backward castes". This measure cannot help in reducing the illiteracy and poverty of the masses. The solution lies in providing opportunities for fruitful and productive employment.

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JHA, PREM SHANKAR. Discrimination on caste basis; threat to country's unity. *Times of India*, 3 Apr. 78, p.8.

KARKAL, G.L. Social change in tribal India. *Development Policy and Administration Review*, 3(1) Jan.-June 77, p.34-49.

MANJIT SINGH. Focus on the tribals. *Mainstream*, 16(32) 8 Apr. 78, p.11-12.

MASAVI, MUSTAALI L. Indebtedness among the tribals in Gujarat. *Economic Times*, 3 June 78, p.5.

NARAYAN, R. Many basic questions. *Mainstream*, 16(32) 8 Apr. 78, p.6-7.

This article deals with Bihar Government's decision to reserve twenty-six per cent government jobs for backward classes. It is based on the recommendations of the State Backward Classes Commission which submitted its report in 1976. Various difficulties in implementing this decision are pointed out. Jayaprakash Narayan's suggestion to determine backwardness on economic basis should have been accepted.

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RAIS, ASUTOSH. The ills of the hill people. *Democratic World*, 7(13-14) 2 Apr. 78, p.6-8.

ROY CHAUDHURY, P.C. The tribals of Bihar. *India International Centre Quarterly*, 5(1) Jan. 78, p.33-8.

SHAH, GHANSHYAM. Reservation for backward castes or classes? *Economic Times*, 14 June 78, p.5.

SOCIO-ECONOMIC surveys of six selected tribal development blocks in Madhya Pradesh, Orissa and Andhra Pradesh. *Administrator*, 22(1) Spring 77 (Special issue), 409 p.

*Contents* : Part—I : Report on the socio-economic survey of Geedam Block, Bastar

District, Madhya Pradesh; The forest in the life of the tribals, by Sanjay Narayan; The tribal way of life (folkways and mores), by D.C. Lakha; Muria folk arts, by Jagar Singh; The legal system of a tribal village, by P.K. Agarwal; On changing value system in Muria community, by Sukumar Das.

Part—II : Report on the socio-economic survey of Kuakonda Block, Bastar District (Madhya Pradesh); Tribal agriculture, by V.K. Sharma; Rural indebtedness and land alienation (Kuakonda Block), by R.K. Ranga; Agricultural marketing, by Hoshiyar Singh; Education—problems and solutions, by A.B. Prasad; The marriage and divorce practices among the Gond of Bastar, M.P., by T.N. Mannen.

Part—III : Report on the socio-economic survey of Gunupur Block, Koraput District, Orissa; Socio-religious customs, by Sayan Chatterjee; Challenges of tribal poverty, a study of rural indebtedness and the credit institutions, by Anup Kumar Chanda, developmental institutions and the tribals in the valley of Vamasdhora, by Munshi Lal; Education in tribals—requirements and achievements, by Anil Kumar; problems of land alienation in Gunupur Block, by G.S. Gill.

Part—IV : Report on the socio-economic survey of Khoirput Block, Koraput District (Orissa); Soil conservation, by Subhendu Roy; Role of co-operatives in the tribal areas with special reference to Khoirput Block, by Shashi Prakash; Bondas of Koraput, by Mukhtiar Singh; Land transfer—alienation, by Samirendra Chatterjee.

Part—V : Report on the socio-economic survey of Bhandragiri Block, Srikakulam District (Andhra Pradesh); Red sickle over Srikakulam, by Rajiv Sharma; Public health and family planning problems and requirements, by K.K. Vijayakumar; Women in tribal society, by Harinder Hira; Kadaripurem Colony—a

case study in the rehabilitation of shifting cultivators, by K.S. Money; Additional employment opportunities for the tribals of Bhandragiri, by A.K. Verma.

Part—VI : Report on the socio-economic survey of Seethampeta Block, Srikakulam District (Andhra Pradesh); Coffee plantations at Mekava, by A.N. Asthana; Festivals and folk songs, by S.S. Hussain; The activities of Girijan development agency with special reference to the villages under survey, by Mathew C. Kunnumkal; Working of the gram panchayats in Seethampeta, by Ardhendu Sen; Shandies or the village weekly market by R.G. Bansod.

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Mr. Rao examines the audit reports of the panchayati raj institutes of Andhra Pradesh. At present only post audit of local bodies is being done by its Local Fund Audit Department that is, audit is being done only after the expenditure is incurred and that too only after the close of the year except in few cases. His findings show that there is no absolutely qualitative difference in the various institutes of zilla parishads, gram panchayats and panchayat samitis. The audits unearth, he observes, the same kind of irregularities, misappropriations and the pleas to the government to take further action on the items in the report. He says that there is absolutely no financial discipline in the panchayati raj institutions. The unspent balances of the previous year are not refunded to government but carried forward to subsequent years.—*Reproduced.*

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# AUTHOR INDEX

('a' indicates the left column and 'b' the right column)

- |                                    |                               |
|------------------------------------|-------------------------------|
| Aberbach, Joel D., 139b            | Austin, Bruce, 152b           |
| Abhimanyu Singh, 123b              | Axinn, George H., 105a        |
| Abraham, A.S., 102a, 153a          | Ayooob, Mohammed, 129b        |
| Adamolekun, Ladipo, 94b            | Azim, K., 145b                |
| Adams, Bruce, 141a                 | Aziz Abdul, 109b, 111a        |
| Adams, John 110b                   |                               |
| Adiseshiah, Malcolm S., 105a, 119b | Baerwald, Hans H., 108b       |
| Adwalpalkar, S.R., 94a             | Bagchi, Amaresh, 111b         |
| Agarwal, N.P., 126b                | Bailey John J., 141b          |
| Agarwal, P.K., 147a                | Bakshi, S.N., 102b            |
| Agarwala, P.N., 96a, 105a, 152a    | Bakvis, Herman, 94b           |
| Agarwala, Raj K., 153a             | Balakrishna, S., 155b         |
| Agarwala, Umesh N., 114b           | Balakrishnan, V.K., 102b      |
| Agrawal, S.M., 98                  | Balaram, A., 131b, 146a       |
| Agrawal, Virendra, 94b             | Baldev Singh, 92b, 111a       |
| Ahmed, Bashiruddin, 119a           | Balk, Water L., 108a          |
| Ahuja, Kanta, 107a, 107b           | Banerjee, Nirmala, 156a       |
| Aich, B.N., 155b                   | Banerjee, Prasum, 121b        |
| Akinsanya, A., 129a                | Banerjee, R.N., 109b          |
| Alam, S. Manzoor, 112a             | Banerjee, Sivadas, 119a       |
| Albert, Emst, 104a                 | Banerjee, D., 117a            |
| Aleem, M.A., 149b                  | Banerji, S., 140a             |
| Ali, Mirza Masood, 95a             | Bansod, R.C., 147b            |
| Allan, Peter, 131b                 | Bardhan, Pranab, 156a         |
| Alley, Roderic, 106b               | Barik, Radhakanta, 129a       |
| Amin, Manubhai, 110b               | Barnes, Marian, 149a          |
| Anderson, Martin, 118b             | Bashiruddin, S., 97a          |
| Anil Kumar, 147a                   | Basu, Asit Kumar, 132b        |
| Appachu, P.P., 95a                 | Basu, Timir, 139a             |
| Apte, S.M., 119b                   | Batra, J.D., 98a              |
| Arora, Om Prakash, 130b            | Bawa, R.L., 93a               |
| Aruna Rao, K., 154b                | Beam, David R., 141b          |
| Arya, K.C., 104a                   | Beavan, John, 139b            |
| Ashakant, 92a                      | Bedi, M.S., 144a              |
| Asher Norman, J., 126a             | Berarwalla, F.L., 127b        |
| Ashry, N.K., 107b                  | Beruff, Jorge Rodriguez, 150a |
| Asthana, A.N., 147b                | Bewa Ram, 144b                |
| Atkinson, Paul, 113a               | Bhakta, Satish K., 146a       |
| Atkinson, W.R., 102a               | Bhambhri, C.P., 132a          |
| Attthreya, N.H., 132b              | Bhargava, Gopal, 98a, 147b    |

Bhargava, P.K., 112a  
 Bhasin, N.R., 107b  
 Bhaskara Rao, B., 95b, 117b  
 Bhatia, B.B., 127a  
 Bhatia, B.M., 93a  
 Bhatia, S.K., 91a  
 Bhatt, R.S., 121b  
 Bhatt, V.V., 114b  
 Bhattacharjee, Kanailal, 119b  
 Bhattacharya, Mohit, 132b  
 Bhattacharyya, Dhires, 112a  
 Bhattacharyya, S.K., 120b  
 Bhowmik, M., 113a  
 Birla, K.K., 110b  
 Bonavia, David, 107b  
 Bopegamage, A., 146a  
 Borgstrom, Bengt-Erick, 95a  
 Born, Richard, 154b  
 Borthwick, John R., 114a  
 Bose, A.B., 143b  
 Bose, Arun, 138b  
 Bose, Pradip Kumar, 111b  
 Bose, Sanat, 112a  
 Boyd, J. Hayden, 126a  
 Boyer, William W., 141b  
 Brady, David W., 143a  
 Branch, Melville C., 95b  
 Brass, Paul R., 150a  
 Brengel, Richard, 155a  
 Bristow, M.R., 144b  
 Brooks, Elizabeth E., 97a  
 Brown, Malcolm C., 117a  
 Burkhead, Jesse, 108a  
 Burton, W. Donald, 129b  
 Butcher, Ernest, 125a  
  
 Cabatoff, Kenneth, 144a  
 Caldwell, David, 127b  
 Campbell, Alan K., 130b  
 Candeth, K.P., 154a  
 Cangemi, Joseph P., 155a  
 Cariappa, A.C., 104a  
 Chadha, P., 150b  
 Chakrabarti, Santi K., 140a  
 Chakraborty, M., 152b  
 Chakravarthy Reddy, D., 123b  
 Chakravarti, Gautam, 120b  
 Chakravarty, Nitish, 119b  
 Chanda, Anup Kumar, 147a  
 Chandolia, R.N., 146a  
 Chandra Shekhar, A.K., 111b

Chandrasekhara, C.S., 140b  
 Chari, T. Anantha, 132b  
 Chatterjee, Pareshnath, 126a  
 Chatterjee, Samirendra, 147a  
 Chatterjee, Sayan, 147a  
 Chatterjee, Srikanta, 103b  
 Chattopadhyay, Kamaladevi, 156a  
 Chattopadhyay, Paresnath, 108b  
 Chaube, S.K., 124b  
 Chaudhary, A.S., 97a  
 Chauhan, D.S., 122a  
 Chauhan, Khub Singh, 150b  
 Chavan, Arun, 92a  
 Chhatre, K.L., 155b  
 Chirayatha, John Thomas, 92b  
 Chitale, M.P., 113a  
 Chitta Ranjan, C.N., 140a, 146a  
 Chopra, S.P., 111a, 150a  
 Chouksey, Y. G., 109a, 151b  
 Chowdhury, Zafrullah, 117a  
 Claypool, Jeffrey C., 155a  
 Cochran, Terry L., 150a  
 Collins, Paul, 143a  
 Conway, J.F., 139a  
 Cooper, Cary L., 151a  
 Courtney, John C., 138b  
 Cutt, James, 93b

Dachler, H. Peter, 119b  
 Da Costa, Francis, 96a  
 Daljit Singh, 149b  
 Danforth, Devaratnam, 97a  
 Darling, Roger, 105b  
 Das, Arvind N., 92b  
 Das, Nabagopal, 106b, 109b, 120b  
 Das, Sukumar, 147a  
 Dasgupta, Arunava, 98a, 119a  
 Datar, D.R., 102b  
 Datt, Jiva, 98a  
 Datt, Narayan, 113a  
 Datt, Ruddar, 106b, 118b  
 Datta, Abhijit, 125a  
 Datta, Bhabatosh, 113b, 114a  
 Datta-Ray, Sunanda K., 144b  
 Davasia, A., 152b  
 Dawar, G.R., 108b  
 Dawkins, Jasmine, 125a  
 Dayal, H.V., 108b  
 Dayal, Sahab, 155a  
 De Morais, C. Santas, 145b  
 De, Nitish R., 142b

- Deo, Som, 98a  
 Deodhar, S.B., 109b  
 Des Raj, 98a  
 Deshmukh, M.A., 102a  
 Desai, Morarji, 131b  
 De Souza, Alfred, 109a  
 Dev, S. Kumar, 106b, 113a  
 Devaki Devi, K., 123b  
 Dhanoa, S. J., 132a  
 Dharama Vira, 112a  
 Dhawan, K.C. 93b  
 Dhawan, Sunil K., 11a  
 Dholakia, Bakul H., 156a  
 Dholakia, Ravindra H. 156a  
 Diebold, John, 105b  
 Ditch, John S., 141b  
 Divekar, V.D., 93b  
 Dobell, W.M. 113b  
 Dogra, Bharat, 123b  
 Doraiswamy, P.K., 115a  
 Doss, C. Bradley, Jr., 130a  
 Doyle, Robert, 121a  
 Dua, M.R., 144a  
 Dubhashi, P.R., 132a  
 Dunsing, Richard J., 125a  
 Dutt, R. C., 127a  
 Dutta, Amar Nath, 106b  
 Dutta Majumder, D., 150b  
 Duvvuri, Subbarao, 141a  
  
 Edsall, Thomas B., 124b  
 Elliott, Glenda R., 151a  
 Evans, Linda, 150a  
 Evered, Roger D., 128a  
 Evenson, Robert, 120b  
  
 Fernandes, George, 118b  
 Fields, Gary S., 105b  
 Finch, Frederick E., 97a  
 Fisher, John E., 110b  
 Fonseca, A.J., 109a  
 Fosler, R. Scott, 108a  
 Fowler, Henry H., 122a  
 Foust, J.D., 125a  
 Fox, William T.R., 139a  
 Frank, Isaiah, 113a  
 Frankel, Francine R., 105b  
 Fry, Lincoln J., 124a  
 Fuller, Richard Buckminster, 117b  
  
 Gadkari, S.S., 153b  
 Gaikwad, V.R., 104b  
  
 Gaitonde, V.A., 119b  
 Gakkhar, Subhash C., 99a  
 Ganapathy, R.S., 131b  
 Gandhi, J.S., 124a  
 Gandhi, P.C., 146a  
 Ganguly, Shivaji, 118b  
 Gapinski, James H., 145b  
 Gar, B.B., 144b  
 Gardner, Godfrey, 109a  
 Garg, R.B.L., 113a, 148b  
 Gauri Shanker, V., 121b  
 George, K.D., 112a  
 George, M.V., 92b  
 George, P.T., 11a  
 Ghafoor, Abdul, 97b  
 Ghose, Shyamal, 92a  
 Ghose, Sisir Kumar, 107b  
 Ghosh, Alak, 106b  
 Ghosh, Biswanath, 123b  
 Ghosh, S.K., 132b  
 Ghosh, Santosh, 153b  
 Ghosh, Tushar Kanti, 123b  
 Gibbons, P.J., 94b  
 Giegold, William C., 125a  
 Gilbert, Neil, 148b  
 Gill, G.S., 147a  
 Glazer, Nathan, 149a  
 Gokhle, R.G., 117b  
 Golabian, Hossein, 97b  
 Goldstone, Leo, 149a  
 Golembiewski, Robert T., 141b  
 Good, Martha H., 143b  
 Gopalakrishnan, C.V., 114a  
 Gotbaum, Victor, 108a  
 Grant, N.B., 110b, 127b  
 Gray, Colin S., 143b  
 Green, Harry A., 128b, 142b  
 Greenberg, George D., 143b  
 Grover, A.N., 112b  
 Gubbannavar, S.Y., 116a  
 Guha, B.P., 106b  
 Gulati, Leela, 111a  
 Gupta, Anand P., 94b  
 Gupta, Anandswarup, 132a  
 Gupta, Arvind K., 115a  
 Gupta, K., 118b  
 Gupta, N.S., 121b  
 Gupta, R.S., 127a  
 Gupta, Rajendra Kumar, 128b  
 Gupta, Ranjit, 97b  
 Gurjar, M.N., 144b

- Haessel, Walter, 153a  
 Hagemann, Robert P., 145b  
 Hall, Brian P., 124a  
 Hall, P.A., 142b  
 Handa, K.L., 129b  
 Hanumappa, H.G., 118a  
 Hardev Singh, 97b  
 Hari Swarup, 112b  
 Hashmi, S.H., 147b  
 Hatry, Harry P., 108a  
 Haugerud, Angelique, 101b  
 Haworth, Charles T., 95b  
 Hayes, Frederick O.R., 108a  
 Haynes, Marion G., 130a  
 Hayward, Nancy, 108a  
 Head, John G., 143a  
 Hebsur, R.K., 119a  
 Hedlund, Ronald D., 154b  
 Heenan, David A., 121b  
 Helweg, Arthur W., 119a  
 Hennigan, Patrick J., 108a  
 Heper, Metin, 152b  
 Hibbs, Douglas A., Jr., 107b  
 Hill, Dilys M., 125a  
 Hindmarsh, George W., 130a  
 Hitchings, Graham G., 130a  
 Ho, Samuel P.S., 105b  
 Holley, William H., Jr., 131b  
 Hollis, Mary L., 144a  
 Hollnsteiner, Mary Racelis, 98a  
 Holtermann, Sally, 143b  
 Hooja, Rakesh, 104a, 107a  
 Hoshiyar Singh, 147a  
 Huizer, Gerrit, 98a  
 Hussain, Farhat, 94a  
 Hussain, S.S., 147b  
 Hyman, Drew W., 143a  
 Hyman, Stanley, 153a  
  
 Ibrahim, P., 152b  
 Illich, Ivan, 140b  
 Inamdar, N.B., 98a  
 Ip, P.C., 123b  
 Iqbal Narain, 119a  
 Irani, C.R., 140a  
 Ironmonger, Duncan S., 93b  
 Israel, Arturo, 141a  
 Iyengar, Jagannathan V., 120b  
 Iyer, T.G.L., 132a  
  
 Jackson, Keith, 129a  
  
 Jacob, K. Kuruvilla, 107b  
 Jacobs, B.L., 141b  
 Jacobs, Monica, 96b  
 Jacques, Jocelyn, 126b  
 Jaffe, Eliezer D., 149a  
 Jagannathan, N.S., 106b, 122b, 155a  
 Jagar Singh, 147a  
 Jain, D.K., 121a  
 Jain, M.K., 153b  
 Jain, S.B., 124a  
 Jain, S.N., 112b  
 Jain, Usha, 150a  
 Jaiswal, N.K., 98a, 105a  
 Jayalakshmi, L., 121b  
 Jayaraman, T.K., 92b, 113a  
 Jenkins, Graham C., 152b  
 Jethmalani, Ram, 140b  
 Jeyasingh, J. Visuvathas, 132.  
 Jha, Hetukar, 129b  
 Jha, Prem Shankar, 146a  
 John, V.V., 107b  
 Johnson, A.W. 143b  
 Jones, William A., Jr., 130a  
 Jose, A.V., 111b  
 Joseph, K.J., 113b  
 Joshi, I.S., 155b  
 Joshi, Navin Chandra, 102a  
 Jothi, M.S., 92a  
  
 Kacker, S.N., 112b  
 Kainth, G.S., 93a  
 Kakkar, P.C., 103a, 132b  
 Kamal Nayan, 128a  
 Kanetkar, V.G., 132a  
 Kanthi, M.S., 127a  
 Karam Singh, 98a  
 Karkal, G.L., 146a  
 Karnik, V.B., 109b, 155a  
 Kartar Singh, 122b  
 Kasgen, Stephen S., 129b  
 Katyal, K.K., 102a, 112b, 124b, 156b  
 Kaufman, Carolyn Chambers, 103b  
 Kaul, S.A., 117a  
 Kernell, Samuel, 124b  
 Kewal Krishna, 139a  
 Khadduri, Jill, 117b  
 Khan, Akhtar Hameed, 98b  
 Khan, R.R., 108b  
 Khandelwal, Anil K., 129a, 151a  
 Khanna, K.C., 96b, 119a  
 Khanna, K.K., 142a

Khanna, Kailash, 150a  
 Khanna, Sundeeep, 117a  
 Khanolkar, S.G., 152a  
 Khera, S.S., 142a  
 Khosla, G.S., 144b  
 Kidwai, Waris Rasheed, 152a  
 Kim, Chong Lim, 124b  
 Kinsella, R.P., 105a  
 Klorman, Ricardo, 140a  
 Klosterman, Ricard E., 131b  
 Knibbs, John, 152b  
 Koehn, Hank E., 113b  
 Koenig, Michael H., 141a  
 Kothari, Rajni, 112a  
 Kramer, Otto P., 109a  
 Krishna Kumar, S., 120b  
 Krishna Rao, V., 109a, 112a  
 Kuchhadiya, D.B., 122b  
 Kulkarni, P.D., 143b  
 Kulkarni, R.S., 130a  
 Kulkarni, V.M., 145b  
 Kulkarni, Vijay K., 99a  
 Kull, Donald C., 108a  
 Kumar, A., 109b  
 Kundan Lal, 126a  
 Kunnumkal, Mathew C., 147b  
 Kuper, George, 108a  
 Kurian, Verghese, 99a

Lackman, Conway L., 103b  
 Lahiri, Sanat, 143b  
 Lakdawala, T., 120a  
 Lakha, D.C., 147a  
 Lal, M.B., 107a  
 Lal, Munshi, 147a  
 Lal, R., 144b  
 Lalitha, Ayyar T.P., 114a  
 Laponce, J.A., 139a  
 Laud, G.M., 106b  
 Leahy, Mary, 149a  
 Lebedinskas, Algimantas, 140b  
 Leberman, Robert L., 109a  
 Leberman, Susan M., 109a  
 Leitan, G.R.T., 130b  
 Lichfield, Mathaniel, 124a  
 Limaye, M.S., 119a  
 Loewenberg, Gerhard, 124b  
 Lohuizen, J.R. Van, 94b  
 Long, Frank, 104b  
 Long, James E., 95b  
 Lucey, Patrick J., 108a

Luthura, Pran Nath, 153b  
 Lyall, Katharine, 117b  
 Lyons, William, 128b

McCarthy, Florence E., 156a  
 MacDougall, Donald, 144a  
 Mckeon, Joseph M., Jr., 103b  
 McNamara, Tony, 140a  
 Madhava Rao, L.S., 154a  
 Maguire, Maria, 140a  
 Mahanty, B.K., 156a  
 Mahapatra, Sitakant, 93b  
 Maheshwari, Shriram, 132a  
 Mahmood, Hameeduddin, 144a  
 Mahmood, Sajjad, 129a  
 Mahmud, S.K., 115a  
 Malaviya, P.D., 132a  
 Malhotra, Inder, 122a, 147b  
 Malhotra, S.P., 149b  
 Malik, Amita, 140b  
 Malik, Baljit, 93a  
 Mandal, G., 147b  
 Mangamma, J., 92a  
 Manjit Singh, 146b  
 Mankoff, Milton, 96b  
 Mannan, K.D., 149b  
 Mannen, T.N., 147a  
 Marcus, Sumner, 126a  
 Masavi, Mustaali L., 146b  
 Maslennikov, Vladimir, 151b  
 Mason, Tim, 125b  
 Matarese, Philip, 130a  
 Mathew, K.K., 96a  
 Mathur, B.C., 91b  
 Mathur, B.L., 102b  
 Mathur, G.C., 118a  
 Mathur, Hari Mohan, 107a, 151b  
 Mathur, J.K., 124a  
 Mathur, Laxmi Mohan, 107b  
 Mathur, P.C., 106b  
 Matthias, Helmut, 153a  
 Mayur, Rashmi, 130b  
 Meckler, Milton, 110b  
 Mehra, Omprakash, 112a  
 Mehta, B.C., 107a  
 Mehta, Balraj, 106b, 142a, 143a  
 Mehta, F.A., 120a  
 Mehta, G., 105b  
 Mehta, Prayag, 123a  
 Meier, Kenneth John, 94b  
 Menon, K.P.S., 104a



- Merritt, Sharyne, 156b  
 Mgbefiofor, Sydney E., 121b  
 Midwinter, Arthur F., 125b  
 Milch, Jerome, 128b  
 Miller, David, 148b  
 Miller, Jeffrey A., 143b  
 Miller, Jon, 124a  
 Miller, Nicholas R., 154b  
 Mishra, Satish, 120a  
 Misra, B.D., 94a  
 Misra, G.D., 102b  
 Misra, Udayon, 114a  
 Mitra, Ashok, 112a  
 Mitra, Asok, 149a  
 Mitra, Sisir, 97a  
 Mittal, B.L., 110b  
 Mogra, M.S., 107b  
 Mohinder Singh, 132b  
 Mohr, Lawrence B., 143b  
 Moitra, M.R., 103a  
 Money, K.S., 147b  
 Morgan, David R., 128b  
 Morgan, Kenneth, 127a  
 Mukherjee, P.D., 106b  
 Mukherji, Sharda, 112b  
 Mukhoty, Gobinda, 96a, 132a  
 Mukhtiar Singh, 147a  
 Mundle, Sudipto, 93a  
 Muniram Reddy, M., 109b  
 Murall, P., 102b  
 Murray, C.H., 109b  
 Muthukrishnan, A.V., 123a  
 Muttagi, P.K., 155b  
 Mwapachu, Juma Volter, 128a  
  
 Nag, Kingshuk, 153a  
 Nag Chaudhuri, B.D., 113b  
 Nageswara Rao, M., 128b  
 Naidu, R. Tirupati Rao, 111b  
 Naidu, S.N. Krishna Murthy, 153b  
 Nair, E. Narayanan, 118a  
 Nair, G. Ravindran, 153b  
 Nair, K. Gopalakrishnan, 109b  
 Nair, K. Narayanan, 124b  
 Najjar, George K., 94b  
 Nambiar, K.K.G., 109a  
 Nambiar, R.G., 113b  
 Namboodri, N.V., 111a  
 Nanda, A.K., 107a  
 Narayan, R., 146b  
 Narayan, Sanjay, 147a  
 Narayana, D.L., 109b  
  
 Narayanan, S., 118a  
 Nariman, F.S., 112b  
 Nath, T., 132a  
 Nayak, Ramdas, 144b  
 Nayar, A.P., 99a  
 Nayar, Deepak, 113b  
 Nayyar, Harish, 107a  
 Nigam, R.L., 122a  
 Nihal Singh, S., 122a  
 Nikolinakos, Marios, 148b  
 Nilkant, V., 92b  
 Noorani, A.G., 102a, 122b  
 North, Liisa, 103a  
 Nun, Jose, 103a  
 Nwabueze, R.O., 110a  
  
 Oakeshott, Robert, 119b  
 Oberle, Rodney L., 109a  
 Om Prakash, 96b, 151a  
 Oommen, M. A., 120b  
 Orfila, Alejandro, 122a  
 O'Sullivan, Denis, 95b  
 Ovale, Thorale Ulrik, 109a, 156b  
  
 Paddison, Ronan, 131b  
 Padgaonkar, Dileep, 144a, 150b  
 Padmanabhan, B.S., 111b  
 Pai, M.P., 112b  
 Pai, T.A., 92b  
 Pai Panandikar, D.H., 120b, 140b, 155a  
 Palanisami, N., 115a  
 Panakal, J.A., 109b  
 Pandey, B.P., 120b  
 Pandey, G., 105b  
 Panikkar, K.N., 111b  
 Pant, K.C., 112a  
 Pant, M.M., 109b  
 Pantulu, C.N., 128a  
 Papola, T.S., 155a  
 Pappu, Shyamla, 156b  
 Parameswara Rao, B.V., 99a  
 Paranjape, H.K., 115a  
 Pareek, Udai, 145a  
 Parikh, Kirit S., 112b  
 Parker, Stephen C., 120b  
 Parkin, Andrew, 138b  
 Parry, Jose, 127b  
 Parry, Noel, 127b  
 Parthasarthy, R., 128a  
 Pascale, Richard Tanner, 103b  
 Patel, B.B., 156a

- Patel, H.M., 98a  
 Patel, Himmat, 103b  
 Patel, R.J., 122b  
 Patel, Sireesh B., 118a  
 Patil, B.C., 99a  
 Patil, V.S., 149b  
 Patil, V.T., 99a  
 Patwardhan, J.R., 148a  
 Pearman, Jean R., 129b  
 Peterson, Peter G., 105a  
 Pichholiya, K.R., 156a  
 Piereson, James E., 108a  
 Pillai, P. Mahanan, 115b  
 Pillai, R.K., 155b  
 Plambeck, Donald L., 126b  
 Pletcher, Galen K., 154b  
 Powell, A.G., 145a  
 Prasad, A.P., 147a  
 Prasad, K., 120b  
 Prasad, N.K., 118a  
 Puranik, A.D., 92b  
 Purbey, Ghanshyam, 107a  
 Puri, Balraj, 91b  
 Puri, V.K., 146b
- Quinn, Robert E., 108a  
 Qureshy, Ahtesham, 138a
- Ragab, Ibrahim A., 144a  
 Raghava Reddy, G., 109b  
 Rahman, Md. Anisur, 99a  
 Rais, Asutosh, 108b, 115b, 146b  
 Raj Narain, 94a  
 Rajadhyaksha, V.G., 126a  
 Rajan, P., 106a  
 Rajasekhariah, A.M., 116a  
 Rajashekhar, A.P., 121a  
 Raju, C.K.N., 112b  
 Rakesh Kumar, 102b  
 Rama Rao, G. Dasaradha, 111b  
 Rama Rao, S., 128b  
 Rama Rao, T.S., 112b  
 Ramachandra Reddy, K., 104a, 138a  
 Ramachandran, K.S., 110a  
 Raman, C.S., 107a  
 Ramanujam, A.V., 109b  
 Ramanujam, K.S., 110a  
 Ramaswamy, Uma, 95b  
 Ramchandran, D., 132b  
 Randolph, W. Alan, 97a  
 Ranga, R.K., 147a
- Rangachari, K., 96a, 139b  
 Rangarajan, S., 124b  
 Rangasami, Amritha, 114a  
 Rao, G.V., 102b  
 Rao, K.L., 122b  
 Rao, K.R.M., 107a, 114a, 116a  
 Rao, K. Rajeshwar, 116a  
 Rao, K. Shrinivas, 112b  
 Rao, M. Kutumba, 102b  
 Rao, Ratna N., 146a  
 Rao, S.B., 94a  
 Rao, V.K.R.V., 93a  
 Rao, V.M., 122b  
 Rashid, M., 108a  
 Rasmussen, David W., 95b  
 Rasmussen, Jorgen S., 156b  
 Ravi, K., 153b  
 Ray, Amal, 132a  
 Ray, Charubrata, 113b  
 Ray, Rajat K., 139a  
 Ray, S.K., 93a, 103a, 127b, 148b  
 Rayside, David M., 124a  
 Reddin, W.J., 123a  
 Reddy, Amulya Kumar N., 120a  
 Reddy, D. Chakravarthy, 155b  
 Reddy, K.N., 97a  
 Reddy, T.S., 102b  
 Reddy, V.N., 105b  
 Rehman, Anisur, 99a  
 Reich, David, 131a  
 Rein, Martin, 148b  
 Rele, Subhash J., 99b, 103b, 118a, 153b  
 Rider, Robert W., 95b  
 Ridgel, Gus T., 127a  
 Rittenoure, R. Lynn, 131a  
 Ritti, R. Richard, 143a  
 Robbins, John R., 103a  
 Robertson, J.F., 92a  
 Robinson, Warren C., 139a  
 Rodgers, Harrell, 144a  
 Rodman, Hyman, 139b  
 Rondinelli, Dennis A., 99b  
 Roos, J.P., 148b  
 Rosenberg, Stephen, 131b  
 Rosenthal, Howard, 154b  
 Ross, Jerry, 103b  
 Rowe, Andrew, 149a  
 Roy, Subhendu, 147a  
 Roy Chaudhury, P.C., 146b  
 Ruddle, Kenneth, 99b  
 Rudra, Ashok, 93a

- Rummel, R.J., 121b  
 Ruttan, Vernon W., 93a  
 Ryan, Edward J., Jr., 126b  
 Ryan, Raymond, 108a
- Sachdeva, D.R., 132b  
 Sadasivan, S.N., 126b  
 Sahay, S., 102a, 122b, 140a  
 Sahoo, B., 156a  
 Sahu, Sunil K., 105b  
 Saikia, Anuva, 122b  
 Samaddar, Sivaprasad, 95b  
 Sangat Singh, 105b  
 Saradhi, S.P. Vijaya, 116a  
 Sarker, Subhas Chandra, 125b  
 Sarma, A.M., 121a  
 Sarma, M.T.R., 107a  
 Sastry, S.A.R., 139b  
 Sastry, S.M.Y., 128b  
 Satish, N.G., 98a  
 Satya Dev, 107a  
 Satya Sundaram, I., 118b  
 Satyanarayanan, T.V., 153a  
 Sauviant, Karl P., 105b  
 Saxena, N.C., 127b  
 Sayari, Sabri, 138b  
 Schoderbek, Peter P., 126b  
 Schumacher, E.F., 106a  
 Scott, Graham C., 145a  
 Segal, Steven P., 149a  
 Segerstedt, Torgny, 145a  
 Sen, A.C., 92b  
 Sen, Ardhendu, 147b  
 Sen, Lalit K., 108b  
 Sen, Nandita, 99b  
 Sen, Subrata, 154b  
 Sen, Sudhir, 99b  
 Sengupta, Nitish, 110b  
 Seth, K.G., 109b  
 Sethi, Harsh, 110a  
 Sethi, J.D., 106a  
 Sethi, Narendra K., 130a  
 Sethuraman, T.V., 123a  
 Seyd, Patrick, 138b  
 Shackleton, J.R., 103a  
 Shah, Ghanshyam, 146b  
 Shah, S.G., 151a  
 Shaikhali, M.J., 109b  
 Shamim, Shamim Ahmed, 119a  
 Shankarraman, K., 151a
- Sharda, B.K., 144b  
 Sharma, A.K., 94a, 152a  
 Sharma, Alakh Narayan, 92b  
 Sharma, B.A.V., 119a  
 Sharma, B.R., 132b  
 Sharma, C.L., 129a  
 Sharma, J.N., 116b  
 Sharma, J.V.M., 141a  
 Sharma, Jitendra M., 122a, 129b  
 Sharma, M.L., 103b  
 Sharma, P.D., 132a  
 Sharma, R.N., 107a, 132b  
 Sharma, Rajiv, 147a  
 Sharma, Ravindra, 104a  
 Sharma, S.D., 110a  
 Sharma, S.K., 102a, 132b  
 Sharma, Sudesh Kumar, 91a, 100a  
 Sharma, V.K., 122b, 147a, 154a  
 Shashi Prakash, 147a  
 Sheldenkar, N.V., 92b  
 Sherman, Betsy, 141a  
 Shetty, S.L., 106a  
 Shinde, Prataprao, 92b  
 Shiviah, 145a  
 Sholapurkar, M.V., 154b  
 Shourie, Arun, 140a  
 Shri Prakash, 106a  
 Shrimali, P.D., 112a  
 Shukla, Rohit, 111a  
 Sibbald, Alex, 145a  
 Siegel, Gilbert B., 126a  
 Simha, S.L.N., 94a  
 Simmons, John, 108a  
 Simpson, John V., 112b  
 Singh, A.J., 93b  
 Singh, A.P.N., 108b  
 Singh, Andrea Menefee, 148a  
 Singh, D.R., 100a  
 Singh, J.P., 95b  
 Singh, M.P., 147b  
 Singh, P.C., 107b  
 Singh, P.N., 95a  
 Singh, R.C., 109b  
 Singh, V.B., 111b  
 Singhvi, G.C., 123a, 132b, 138b  
 Sinha, A.K., 113a  
 Sinha, B.K., 102b  
 Sinha, Jai B.P., 152a  
 Sirohi, A.S., 122b  
 Sivakumar, S.S., 93a  
 Sivaramakrishnan, K.C., 148a

Sivasubramanyam, K., 109b  
 Sivasubramonian, S., 118b  
 Slaughter, Colbrook K., 130a  
 Smith, Barry N., 118a  
 Smith, Gilbert, 149a  
 Smith, Roger S., 144b  
 Smith, Theodore M., 95a  
 Smith, W. Rand, 109b  
 Soeny, Kewal, 121a  
 Somani, K.K., 155a  
 Sondhi, Mantosh, 100a, 126a  
 Spencer, Daniel G., 126b  
 Srinivasan, H.R., 114a  
 Srinivasan, R., 119a  
 Srivastava, A.K., 93b  
 Srivastava, Chandrasekhar, 145b  
 Srivastava, J.C., 100a  
 Stahl, C.W., 123b  
 Stanton, Roger R., 111a  
 Staw, Barry M., 103b  
 Steers, Richard M., 126b  
 Struyk, Raymond, 117b  
 Subbakrishniah, A., 100b  
 Subbayyan, M., 154a  
 Subrahmanian, K.K., 118b  
 Subramaniam, C., 106a  
 Subramaniam, V.S.R., 126b  
 Sudan, M.L., 106b  
 Sudarasanam, P., 128a  
 Sugavanam, R.A., 107a  
 Suits, Daniel B., 150b  
 Sundaram, S., 126b  
 Sundrum, R.M., 107b  
 Surupria, Shantilal, 122b  
 Swami, Venkat G., 144b

Taimni, K.K., 100b  
 Tampi, P.R.S., 102b  
 Tandon, B.C., 107b  
 Tandon, K.K., 121a  
 Tandon, P.L., 111a  
 Tanwar, L.S., 107a  
 Tapola, Erkki T., 151b  
 Tayal, Maureen, 147b  
 Tewari, S.W., 108b  
 Thacker, N.H., 126a  
 Thakurta, J. Guha, 116b  
 Thapar, S.D., 127a  
 Thimmaiah, G., 141a  
 Thomas, Philip S., 126b  
 Thompson, Frank J., 143a

Thorns, David C., 118a  
 Tirmizi, F.A.M., 103b  
 Tiwari, R.S., 114a, 118b  
 Trist, Bric, 106b  
 Trivedi, H.K., 121b  
 Trivedi, H.S., 149b  
 Trivedi, Harshad R., 132a  
 Trivedi, K.B., 145b  
 Trivedi, M.L., 111b  
 Tuckman, Howard P., 145b  
 Tulpule, Bagaram, 123b  
 Tyer, Charlie B., 145a  
 Tyner, Wallace E., 110b

Ubah, C.N., 108b  
 Uchida, Mitsuru, 108b  
 Udayashankar, B., 119a  
 Ullmann, F., 120a  
 Ummat, R.C., 150b  
 Unni, K.R., 118a  
 Upadhyay, R.G., 93b

Vaidya, K.G., 121b  
 Vaidyanathan, S.S., 124a, 132b  
 Vakil, C.N., 100b  
 Valecha, G.K., 91a  
 Van Lennep, Emile, 122a  
 Van Rossem, J.P., 118b  
 Varshney, B.G., 151a  
 Vashist, G.D., 101a  
 Velayudhum, T.K., 103b  
 Venkat Reddy, G., 95a  
 Venkatadasappa, T., 156a  
 Venkataramiah, E.S., 91b  
 Venkateswaran, K., 156a  
 Venu, S., 153b  
 Venugopal, K.K., 112b  
 Venugopal Rao, S., 103a, 132a  
 Verghese, J.V., 96a  
 Verhagen, Koenraad, 101a  
 Verma, A.K., 147b  
 Verma, D.P.S., 102a  
 Verma, J.C., 143a  
 Verma, P.R. Rameshwari, 114a  
 Verma, Pramod, 155a  
 Vidyarthi, G.S., 98a  
 Vijayakumar, K.K., 147a  
 Vijayan, O.V., 112a  
 Viswanadham, G., 149b  
 Viswanathamurthy, J., 151a  
 Vladeck, Bruce C., 143b

Vogel, David, 114b  
 Vora, B.K., 151b  
 Vyas, V.S., 110a

Wade, Robert, 122b  
 Wadhawan, S.K., 121a  
 Wahan, P., 156a  
 Waheed, Zohra, 101a  
 Waldenstrom, Erland, 103a  
 Waldo, Dwight, 126b  
 Walker, Neil V., 108a  
 Walters, Kenneth D., 126a  
 Ward, Peter M., 118a  
 Warriar, G.K., 127b  
 Warriar, S.K., 109b  
 Weaver, Paul H., 117a  
 Weisner, Stan, 117a  
 Weiss, Leonard W., 140b  
 Welch, Susan, 156b  
 Weller, Barry R., 153a

Wells, J.R.G., 92b  
 Wettenhall, R.L., 91a  
 Wetzler, Alliot S., 126a  
 Whitaker, T.K., 107b  
 Whithed, Marshall H., 142b  
 Willard, William, 101a  
 Wilpert, Bernhard, 119b  
 Winans, Edgar V., 101b  
 Wistrich, Enid, 126a  
 Woyke, Wichard, 113b  
 Wright, Chester, 152b

Yankey, John A., 144a  
 Yogender, T., 127a

Zachariah, K.A., 120a  
 Zahir, M.A., 128a  
 Zimbalist, Sidney E., 139b  
 Zimmerman, Joseph F., 96a  
 Zubairy, R.A., 101b

# DOCUMENTATION IN PUBLIC ADMINISTRATION

## ABSENTEEISM

BHATIA, S.K. Supervisor has a vital role—in prevention of absenteeism. Integrated Management, 13(7) July 78, p. 27-31.

## ADMINISTRATIVE REORGANIZATION

KHAN, MOHAMMAD MOHABBAT. (Dacca Univ.). Administrative reform. Indian Journal of Public Administration, 24(2) Apr.-June 78, p.484-97.

Thoughts on administrative reform are, perhaps, as old as administration itself. Writers on the subject have, over the years, not only dwelt on its rationale but also tried to give it a theoretical framework. But, as more is written on it, the more is the doubt about the assumed certainties of several of the tenets in these writings. Mohabbat Khan elaborates on these doubts in this paper 'Administrative Reform' and points out the problems that arise both in the concept as well as in the implementation of administrative reforms. Obviously, there is no universal strategy or uniformity of design for such reform, each government or each society choosing its own. Models of management are, no doubt, worked out which are supposed to be applicable irrespective of societal and other contexts. But they show up their deficiencies before long, especially when it comes to the measurement of the success or the failure of any reform effort. Another aspect,

about which also there is no uniformity in thinking is, what, indeed, is administrative reform as a term. Several definitions have been attempted—Caiden, Dror, Lee, etc. But almost always the connotation extends far beyond the evident meaning of the term. Assuming that administrative reform is a process and that it can, therefore, be analysed in a sequential manner, it immediately takes into its fold the implementation part of the process of the reform also. And here hardly any doubt exists that most of the reforms fail for one reason or the other. The only plausible conclusion that one comes to then in this context is that administrative reform seldom follows a charted course and rarely ends up as a complete success whatever be the promise at the start. Thus the question of reform ceases to be a mechanistic one and has to be viewed in the framework of institutional as well as human parameters.—*Reproduced from editorial.*

QUAH, JON S.T. Administrative reform: a conceptual analysis. Philippine Journal of Public Administration, 20(1) Jan. 76, p.50-67.

A review of the literature on administrative reform reveals the lack of a consensus among public administration scholars as to how the term should be defined. While varying definitions of this concept abound, most of these definitions fail to identify its goals as well as to consider the institutional and

attitudinal aspects of reform. Aside from offering a tentative definition which avoids these shortcomings, this article reviews the literature on this concept with particular emphasis on the goals, approaches and obstacles to administrative reform. It identifies the major goal of administrative reform as the improvement of the level of organization effectiveness of organizations concerned. It reexamines the conditions under which the use of the comprehensive or the incremental approach to the administrative reform may be more feasible, and discusses how such factors as history, technology, culture, society and economy can obstruct the implementation of these reforms.—*Reproduced.*

### ADULT EDUCATION

CHANDRASEKHARAN, RAJKUMARI. Adult education. *Social Welfare*, 25(4) July 78, p.23, 35.

NAIK, J.P. Adult education. *Yojana*, 27(12) 1 July 78, p.29-30.

### ADVISORY COUNCILS

BENNETT, ANTHEA. Advising the cabinet—the committee of civil research and the economic advisory council: a brief comparison. *Public Administration* (London), 56, Spring 78, p.51-71.

### AGRICULTURAL CREDIT

BALLAL, N. MURARI. Farm financing by banks. *Economic Times*, 3 Aug. 78, p.5; 4 Aug. 78, p.5.

DHONDYAL, S.P. A note on determination of credit needs of farmers. *Indian Journal of Economics*, 58(230) Jan. 78, p.375-9.

JOSHI, NAVIN CHANDRA. Aspects of agricultural finance. *Yojana*, 22(16) 1 Sept. 78, p.8-9.

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AGARWALA, N.L. and G.P. SAINI. SFDA-impact on the economy of small and marginal farmers in Rajasthan. *Yojana*, 22(16) 1 Sept. 78, p.29-32.

NAIK, T.G. Agriculture in Kolhapur district. *Economic Times*, 26 Sept. 78, p.5; 27 Sept. 78, p. 5.

SALUNKHE, VASANT G. Who actually benefit from SFDA programmes? *Kurukshetra*, 26(20) 16 July 78, p.4-5.

Department of Agricultural Extension, Mahatma Phule Agricultural University, Rahuri, here presents findings of a case study of two villages in the Ratnagiri-Satara SFDA in Maharashtra. The farmers, who actually benefit from the SFDA programme, says the author, are those possessing bigger farm holdings and not those whose holdings are small.—*Reproduced.*

SEN, SUDHIR. India's role in a hungry world. *India International Centre Quarterly*, 5(3) 78, p.133-46.

This is a talk given at the India International Centre on 24th May 1978.

SISODIA, J.S. An economic analysis of on farm development programme—a case study of Chambal command area development project, Madhya Pradesh. *Indian Journal of Agricultural Economics*, 33(1) Jan.-Mar, 78, p.93-9.

### AGRICULTURAL EDUCATION

DANG, SATYAPAL. Whither Punjab agricultural university? *Mainstream*, 16(52) 26 Aug. 78, p.7-8, 27.

RANGASWAMI, G. Agricultural education for more employment. *Yojana*, 22(12) 1 July 78, p.19-21.

## AGRICULTURAL EXTENSION

DE VRIES, JAMES. Agricultural extension and development—Ujamaa villages and the problems of institutional change. *Community Development Journal*, 13(1) Jan. 78, p.11-19.

## AGRICULTURAL INNOVATIONS

THORAT, S.S., D.R. PATIL and G.K. SAWANT. Change-proneness educational levels, aspirations and achievement motivations of farmers. *Social Change*, 8(1) Mar. 78, p.16-19.

## AGRICULTURAL MARKETING

AULAKH, H.S. and A.S. KAHLOH. The role of zonal policy in creating an imperfect market structure in the Punjab. *Indian Journal of Agricultural Economics*, 33(1) Jan.-Mar. 78, p.59-66.

## AGRICULTURE

DESAI, B.M. Costs of operations in agricultural financing by formal agencies. *Economic and Political Weekly*, 13(25) 24 June 78, p.A70-4.

KARAM SINGH. Optimum land use pattern and resource allocation in a growing economy. *Indian Journal of Agricultural Economics*, 33(1) Jan.-Mar. 78, p.44-58.

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SAMBRANI, SHREEKANT. Managing the agricultural sector. *Indian Management*, 17(7) July 78, p.15-19.

VERGHESE, B.G. Tomorrow's concerns. *Statesman*, 11 Aug. 78, p.6; 12 Aug. 78, p.6.

## AGRICULTURE AND STATE

LAKSMISWARAMMA, M., N.C. GAN-  
GULI and M.K. NARAIN. (I.I.P.A.,  
New Delhi). Agricultural administration  
in Malaysia. *Indian Journal of Public  
Administration*, 24(2) Apr.-June 78,  
p.498-517.

Malaysia is one of those emerging countries well set on its modernising attempt of its vital farm sector. And, as Lakshmiswaramma, et al., show, this is not confined just to better farming techniques, which, of course, Malaysia has used, but also extends to a radical change in the structure and functioning of the institutions connected with agriculture. This institutional transformation is far from complete, as Malaysia, like most of the developing countries, has to grapple with the traditional socio-economic framework and small-scale farming problems. The main thrust in this regard is the creation of a large number of viable small farms coupled with a progressive pricing, marketing, credit and extension policy at the government level. A number of institutions, federal, state and local, have been evolved to meet the farming requirements at the planning and implementation stages. As it happens in any developmental effort, there is considerable scope for better coordination and streamlining of several of the functions of these official institutions. Some duplication is also avoidable. But, by and large, Malaysia has much to its credit despite the several constraints and the ethnic problems of the country.—*Reproduced from editorial.*

AGRICULTURE AND  
TECHNOLOGY

ADIVI REDDY, A. Management of technology transfer in agriculture. *Indian Management*, 17(7) July 78, p.27-31.

VIDYA SAGAR. Contribution of individual technological factors in agricultural



growth, a case study of Rajasthan. *Economic and Political Weekly*, 13(25) 24 June 78, p.A63-9.

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ZSARNOCZAY, S. Cooperatives in a changing world—food and agriculture. *Review of International Cooperation*, 71(1) 78, p.10-22.

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RAMASWAMY, N.S. How valuable is animal energy. *Kurukshetra*, 26(23) 1 Sept. 78, p.4-8, 12.

### ARID REGIONS

BINSWANGER, HANS P. Risk attitudes of rural households in semi-arid tropical India. *Economic and Political Weekly*, 13(25) 24 June 78, p.A49-62.

### ASIANS IN U.K.

FORESTER, TOM. Asians in business. *New Society*, 43(803) 28 Feb. 78, p. 420-3.

### AUDITING

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### BAIL

RAJAGOPAL, M. Anticipatory bail. *Indian Police Journal*, 24(4) Apr.-June 78, p.53-62.

### BANGLADESH—POLITICS

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*Indian Institute of Bankers*, 49(1) Jan.-Mar. 78, p.30-5.

JOSHI, P.N. Banking during 1977—review and perspective. *Journal of the Indian Institute of Bankers*, 49(1) Jan.-Mar. 78, p.10-19.

SHAH, S.G. How banks can prove more useful in lead districts. *Capital*, 181(4525) 10 Aug. 78, p.1128-9.

### BIRTH CONTROL

GULATI, LEEA. Family planning and lessons for sterilisation experience. *Economic Times*, 2 Aug. 78, p.5.

JAGANNATHAN, N.S. Family planning: the real damage. *Statesman*, 7 July 78, p.8.

KORTEN, DAVID C. Management for social development: experience from the field of population. *Philippine Journal of Public Administration*, 20(3) July 76, p. 261-83.

VARELA, AMELIA P. Family planning in the Philippines: assessment of program implementation. *Philippine Journal of Public Administration*, 20(3) July 76, p.236-60.

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DAVE, M.M. Bonus of contention. *Democratic World*, 7(32) 6 Aug. 78, p.6-8.

DUTTA, B.K. Bonus: a perennial problem. *Economic Times*, 10 Sept. 78, p.9.

### BUDGET

CENTRAL budget 1978-79: a symposium. *Margin*, 10(3) Apr. 78, p.34-65.

Here are proceedings of a symposium organised jointly by the National Institute

of Public Finance and Policy and the National Council of Applied Economic Research on 10th March 1978, under the chairmanship of Prof. Raj Krishna at the NCAER auditorium, New Delhi.

### BUDGET—PROCEDURE

LELOUP, LANCE T. and WILLIAM B. MORELAND. Agency strategies and executive review : the hidden politics of budgeting. *Public Administration Review*, 38(3) May-June 78, p.232-9.

PAI PANANDIKAR, D.H. Secrecy in budget making. *Hindustan Times*, 8 Aug. 78, p.9.

SUVER, JAMES D. and RAY L. BROWN. Where does zero-base budgeting work ? *Harvard Business Review*, 55(6) Nov.-Dec. 77, p.76-84.

WATLINGTON, MALCHUS L. and SUSAN G. DANKEL. New approaches to budgeting: are they worth the cost? *Popular Government*, 43(4) Spring 78, p.1-10.

### BUDGET, CAPITAL

KEOWN, ARTHUR J. and JOHN D. MARTIN. Capital budgeting in the public sector : a zero-one goal programming approach. *Financial Management* 7(2) Summer 78, p.21-6.

### BUREAUCRACY

CRAIG, JOHN S. The temptation to become a bureaucrat. *Himmat*, 14(43) 25 Aug. 78, p.20-1.

DUBASHI, P.R. Bureaucracy reflects national defects. *Himmat*, 14(43) 25 Aug. 78, p. 21-2.

The widespread criticism of Indian bureaucracy is rather one sided and not very constructive. Political neutrality is

necessary for an objective, impartial and rational bureaucracy. It needs protection from illegitimate political compulsions for illegal administrative action. The defects in bureaucracy reflect the defects in Indian society itself and in getting rid of these traits the bureaucracy must take the lead.

HALDIPUR, R.N. (I.I.P.A., New Delhi). Bureaucracy needs to be flexible, fast, and forward-looking. *Himmat*, 14(43) 25 Aug. 78, p.16-17, 19.

The bureaucracy, an instrument of a political system, is capable of ushering in modernisation but can also be a force of conservatism. In India, though the bureaucracy has successfully tackled various problems, it has overlooked the Gandhian concept of a coherent value system in tune with our ethos. As political consciousness is yet to percolate to the village level, the bureaucrats have to fill up the lacuna and respond to the diverse urges of the people. For this some conciliation between flexibility and rule of law is necessary. The bureaucracy should see that the relevant policies are conceived and properly implemented. These are extracts from a paper contributed to a seminar on "Public services and social responsibility", organised by the Indian Institute of Advanced Study.

HOPKINS, RAYMOND F. Global management network : the internationalization of domestic bureaucracies. *International Social Science Journal*, 30(1) 78, p.31-46.

KHANNA, K.K. Bureaucracy's role in a developing country. *Economic Times*, 7 July 78, p.5; 8 July 78, p.5.

Anonymity, neutrality and continuity are the guiding concepts of Indian bureaucracy modelled after the

British pattern. As scholarly journals of public administration describe only the formal organisational feature and ignore the actual behaviour, experts outside the bureaucracy are unable to make any useful suggestions. American bureaucracy offers resistance when extremist policies are pushed through by President or Congress, while Indian bureaucrats appear to vie with one another in playing the tune of political leaders. Implementation of draconian enactments is impossible without active assistance and willing connivance of bureaucracy. In developing countries, the role of bureaucracy in policy making is not properly recognised. In all democracies, directly or indirectly, top bureaucrats are the real policy-makers. The "pro-active" role of bureaucracy in bringing about social change is very well recognised in the United States. Unfortunately it is not so in India, though the sanction for it is in the constitution itself. The bureaucrat can find enough material in the constitution to guide him in propagation, formulation, selection, and execution of policies.

✓ **PROTTAS, JEFFREY MANDITCH.** The power of the street-level bureaucrat in public service bureaucracies. *Urban Affairs Quarterly*, 13(3) Mar. 78, p.285-312.

**QUAH, JON S.T.** (Univ. of Singapore). The origins of the public bureaucracies in the ASEAN countries. *Indian Journal of Public Administration*, 24(2) Apr.-June 78, p.400-29.

Tracing the origins of the bureaucracies in the Asean countries is the next article and Quah points out that in several respects they do not answer the classical concepts neither Weber's ideas nor Anthony Down's. Four of the five countries in the Asean group are erstwhile colonies and the purpose of the western imperial powers in setting up bureaucracies in these countries was solely to help themselves, to exploit the colonial resources. Only in Thailand, which was not a colony of any

western power, are the origins of bureaucracy not traceable to a foreign country. Not that Thailand was shut out from the influence of western institutions, but the Thais adapted their basic features to their local needs and conditions. Still the points of origin and the early traits of the bureaucracies in all these five are comparable. All the five were inefficient and loose structures in those early days, as Quah says. Also, as he adds, they were not preparing their countries for self government or independence. The reason for this charge by Quah could be that the colonial rule in four of them discriminated between the metropolitan and local staff, on some ground or the other, mainly racial, and the local staff, in any case, did not have much say in the administration at all. In Thailand, the colonial brand of discrimination may not have been there, but insofar as the important administrative posts were filled by the king on the basis of ascriptive ties, nepotism flourished and the administration tended more and more to look after its own comfort and preservation. Quah's paper relates to the past, and, as he himself suggests, the picture will be complete only when the present structure and functions of these bureaucracies are also compared and their efficiency in terms of development administration analysed—*Reproduced from editorial.*

**SANTOS, CONRADO R.** A theory of bureaucratic authority. *Canadian Public Administration*, 21(2) Summer 78, p.243-67.

**URBAN, MICHAEL E.** Bureaucracy, contradiction, and ideology in two societies. (United States and Soviet Union). *Administration & Society*, 10(1) May 78, p.49-85.

#### BUSINESS ETHICS

**GANDHI PRAVINCHANDRA V.** Business Ethics. *Bhavan's Journal*, 25 (1) 13 Aug. 78, p.174-83.

## CANADA—GOVERNMENT

KORNBERG, ALLAN, HAROLD D. CLARKE and LAWRENCE LEDUC. Some correlates of regime support in Canada. *British Journal of Political Science*, 8(2) Apr. 78, p.199-216.

## CARRIAGES AND CARTS

RAMASWAMY, N.S. Redesign of the bullock cart for improved utilisation. *Management Services*, 22(4) Apr. 78, p.16-19.

## CASTE

CARROLL, LUCY. Colonial perceptions of Indian society and the emergence of Caste (s) associations. *Journal of Asian Studies*, 37(2) Feb. 78, p.233-50.

CENTRAL ARID ZONE  
RESEARCH INSTITUTE

BHIMAYA, C.P. The Central Arid Zone Research Institute, reminiscences. *Annals of Arid Zone*, 17(1) Mar. 78, p. 1-v.

CENTRE FOR DEVELOPMENT  
STUDIES, TRIVANDRUM

SURI, KAMLA. An institute with a difference. *Economic Times*, 23 July 78, p.4.

CHARAN SINGH—CRITICISM  
AND INTERPRETATION

SINGH, V.B. Charan Singh's economics. *Mainstream*, 16(42) 29 July 78, p.22-7.

## CITIES AND TOWNS

MISRA, GIRISH K. Small towns and their hinterlands, a study in Raichur district. *Nagarlok*, 10(2) Apr.-June 78, p.78-86.

MULLICK, U.C. The role of small towns in India, their problems and prospects. *Nagarlok*, 10(2) Apr.-June 78, p.64-77.

This is a paper read at the All-India Seminar on Small Towns, held at Varanasi 20-22 February, 1977.

## CITY PLANNING

JUDD, JOE. A job for urban social planners in developing countries. *International Social Work*, 21(2) 78, p.12-22.

NEWCOMBE, VERNON Z. Urban planning in developing countries. *ITCC Review*, 7(2) Apr. 78, p.24-8.

TELEGIN, VALERI AND VLADIMIR VELMAN. Old city : what it should be like ? *Quartely Journal of the Local Self-Government Institute, Bombay*, 49(1) Oct.-Dec. 77, p.132-4.

WHITE, MICHELLE J. Self-interest in the suburbs : the trend toward no-growth zoning. *Policy Analysis*, 4(2) Spring 78, p.185-203.

WOOLERY, ARLO. New methods of financing urban growth (an analysis of tax increment financing). *ITCC Review*, 7(2) Apr. 78, p.29-36.

## CIVIL LIBERTIES

IVANOV, V.A. Perfecting the guarantees of citizens' rights under administrative procedure. *Soviet Review*, 19(1) Spring 78, p. 49-63.

MATHEW, K.K. Basic structure theory and the fundamental right to property. *Supreme Court Cases*, 2(6A) 1 July 78, p.63-6.

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## CIVIL-MILITARY RELATIONS

VANAİK A. Possibilities of military intervention. *Mainstream*, 16(47) 22 July 78, p.6-8.

## CIVIL SERVICE

BEAUMONT, P.B. The obligation of the British government as an employer in the British civil service. *Public Administration* (London), 56 Spring 78, p.13-24.

GREEN, HARRY A. (Univ. of Ife). Administrative capacity for development: proposals for bureaucratic reform in Nigeria. *Philippine Journal of Public Administration*, 20(3) July 76, p.292-307.

With the aim of improving the capability of their administrative machinery, the Federal Military Government of Nigeria established the Public Service Review Commission to examine the public service of the country. The PSRC recommended the introduction of a "New Style Public Service" manned by "results-oriented" personnel as a tool in accomplishing the country's development goals. This tool required administrative reform, professionalization of public personnel and management development through training. The article looks into the implications of the "New Style Public Service," the purpose of administrative reform, the relationship between the bureaucracy and professionalism, and the issues of management development and training—all in the context of the Nigerian political and administrative setting. This article also suggests how the said concepts may be utilized for upgrading administrative capability.—*Reproduced.*

JOHNSON, NEVIL. The expenditure committee on the civil service. *Public Administration* (London), 56 Spring 78, p.1-12.

This editorial deals with "The Civil Service"—eleventh report from the Expenditure Committee, 1976-77.

KARNAD, BHARAT. Mentality of the IAS cadre. *Indian Express*, 27 Aug. 78, p.4.

KATYAL, K.K. Caution and contradiction: rethinking on new services. *Hindu*, 15 Aug. 1978, p.8.

The proposal to set up new all-India services in engineering and public health could not be implemented because of resistance by some state governments. The reasons behind the move to drop the move are analysed.

KUKLAN, HOOSHANG. Civil service reform in Iran: myth and reality. *International Review of Administrative Sciences*, 43(4) 77, p.345-51.

OJWANG, JACKTON B. (Univ. of Nairobi). Kenya and the concept of civil service political neutrality: a case of silent but determined politicization. *Indian Journal of Public Administration*, 24(2) Apr.-June 78, p.430-40.

In Kenya, Ojwang writes, the political neutrality of the civil service, assumed as part of the British tradition and sanctified by the constitution, has practically been given up under the stress of the one party rule and the personal charisma of President Kenyatta. The politicisation of the Kenyan bureaucracy has had two consequences, as Ojwang points out: (a) The country seems to be set for prolonged one party rule, and (b) the executive power with the unconditional support of the entire bureaucracy is overwhelming in relation both to the legislature and the judiciary. It is interesting to know from Ojwang that among the forces that helped to bring about this transformation in Kenya's civil service, the uneasy and

inflexible role of the civil service itself in the immediate post-independence days of Kenya was not less important than all the rest. Kenya was impatient to shake off the colonial vestiges after independence and the KANU under President Kenyatta mistrusted the civil service and so the President and the party both went about scuttling the constitutional provisions one after the other which resulted in the discarding of the concept of civil service political neutrality as unsuitable to Kenya set on a course of swift modernisation, as the political party in power would view it.—*Reproduced from editorial.*

**RAGHAVULU, C.V. and K. SAYI.** (Andhra Univ., Visakhapatnam). The six point formula : a case study of regionalism in civil services in Andhra Pradesh. *Indian Journal of Public Administration*, 24(2) Apr.-June 78, p.451-65.

Administrative reform, as a sequel to some higher objective, very often gets so mixed up with group politics and personal political ambitions that it loses its own purpose and compromises the set objective. Whether the 'mulki' rule or the six-point formula, the objective, when they were formulated, was the holding of the Andhra Pradesh State together by evolving an administrative personnel policy which would help in that objective. The 'mulki' rule gave way to the six-point formula because the latter was supposed to be more realistic in holding the balance in the lower civil service in the State between the Andhras and the Telugus. But the ultimate object was the same, namely, the integrity of the State as a single unit. But, as Raghavulu and Sayi point out in their article on the six-point formula, this objective has now been seriously eroded by the interested political parties who raise agitations on one imaginary issue or the other, and while raising the hopes and fears of those they support or oppose, end up almost always in harming the best interests of the State itself. Not that the six-point formula, as

it obtains today after the several changes brought about, is bad in itself; it is as good a solution to the civil service staffing problem in a complicated situation as any other. The formula has, in fact, some incidental advantages also such as decentralisation of administration and more effective field supervision. But the critics of the formula, and most of them the civil service personnel themselves, see in the practical operation of the formula not only hardship for themselves but, in the larger context, the balkanisation of the state, quite contrary to the objective which led to the framing of the formula, that is, the Andhra State as one unit. What can or what will replace the six-point formula and yet keep the objective in tact? The six-point formula is not immutable and so something else will certainly take its place. But how far that arrangement can be above the sectarian and fissiparous trend in the State will be the real test for integrationists. The issues raised here merit deep consideration both at the political and the administrative level.—*Reproduced from editorial.*

**ROSE, WINFIELD H. and TIANG PING CHIA.** The impact of the equal employment opportunity act of 1972 on black employment in the federal service; a preliminary analysis. *Public Administration Review*, 38(3) May-June 78, p.245-51.

**SINGH, B.P.** (Ministry of Defence). 'Professionalisation' of the British civil service in recent years and its relevance for India. *Indian Journal of Administration*, 24(2) Apr.-June 78, p.385-99.

B.P. Singh refers to the recent developments in Britain to bring out that the professionalisation of the British civil service, so forcefully advocated by the Fulton Committee, has not come about at all although a decade has passed of the span of twenty years contemplated by the Fulton Report for this transformation

In other words, according to Singh, the 'managerialist' type of role, sought to be assigned to the British bureaucrats by the Fulton Committee, has not resulted in practice; the administration continues to be largely secretarial and generalist rather than specialist and managerial, as envisaged. From this angle, Singh looks at the Indian scene also, where, with all the difference in administrative pattern and tradition between the two countries, the civil servant remains, by and large, alienated from the general public in spite of the several measures of administrative reforms brought about since independence. A degree of professionalisation may help to bring about a change though it should be understood, in government as elsewhere, that professionalism need not be conceived only in terms of narrow specialisation. It really boils down to an attitude of mind and approach.—*Reproduced from editorial.*

### COALITION GOVERNMENTS

THOMIS, MALCOLM I. Conscription and consent : British Labour and the resignation threat of January 1916. *Australian Journal of Politics and History*, 23(1) Apr. 77, p.10-18.

### COLLECTIVE BARGAINING

BROWN, WILLIAM and MICHAEL TERRY. The future of collective bargaining. *New Society*, 43(807) 23 Mar. 78, p.659-60.

MERRELL, RONALD D. A conceptual model to determine the impact of collective bargaining on management practices. *Public Personnel Management*, 7(2) Mar.-Apr. 78, p.100-7.

MILLER, JOYCE L. Constraints on collective bargaining in the public sector : a case study. *Journal of Urban Analysis*, 5(1) 78, p.87-110.

### COLLEGE STUDENTS

MAHADEVA, BANI. Values and aspirations of college student in India. *Sociological Bulletin*, 26(1) Mar. 77, p.116-29.

### COLLEGES AND UNIVERSITIES

DE GUZMAN, RAUL P. The university as an organism : towards a more effective management system in the University of the Philippines. *Philippine Journal of Public Administration*, 20(3) July 76, p.284-91.

EZEJELUE, A.C. Cost constructions for effective control and motivation in university management. *Management Accountant*, 13(8) Aug. 78, p.646-50.

JABLONSKY, STEPHEN F. A cost-effectiveness approach to planning and control for the non-profit organization—a university example. *Socio-Economic Planning Sciences*, 12(1) 78, p.7-15.

KRIPALANI, KRISHNA. Visva-Bharti bill; a travesty of Tagore's ideals. *Statesman*, 1 July 1978, p.8.

NSEKELA, AMON J. The university's changing role in a developing country : the Tanzanian case. *Journal of Administration Overseas*, 17(2) Apr. 78, p.134-43.

VALICHA, KISHORE. Are bureaucrats taking over education? *Times of India*, 27 Aug. 78, p.8.

### COLONIES

SMITH, TONY. A comparative study of French and British decolonization. *Comparative Studies in Society and History*, 20(1) Jan. 78, p.70-102.

SWAI, BONAVENTURE. Notes on the colonial state with reference to Malabar in the 18th and 19th centuries. *Social Scientist*, 6(12) July 78, p.44-65.

## COMMUNICATION IN MANAGEMENT

KING, CORWIN P. Keep your communication climate healthy. *Personnel Journal*, 54(4) Apr. 78, p.204-6.

SHANNON, WAYNE C. One person communications. *Training and Development Journal*, 32(5) May 78, p.20-4.

VIDYARANYULU, K.M. Behavioural barriers in communication. *Management in Government*, 10(1) Apr.-June 78, p.40-52.

## COMMUNITY

CAOILI, MANUEL A. The concept of community in modern society. *Philippine Journal of Public Administration*, 20(1) Jan. 76, p.1-18.

## COMMUNITY DEVELOPMENT

BROADBENT, K.P. Information and the rural community in developing countries: the case of the Philippines. *Community Development Journal*, 13(1) Jan. 78, p.35-43.

CORINA, LEWIS. Area councillors committees: an experiment in consultation. *Public Administration (London)* 55, Autumn 77, p.335-47.

DAS, ARVIND NARAYAN. Rural development: myths and realities. *Human Futures*, 1(3) Autumn 78, p.202-9.

DAVIES, ROBERT. Action in areas of decline. *Social Service Quarterly*, 51(3) Jan.-Mar. 78, p.91-4.

DEY, JENNIE. Information for effective extension services: a survey of extension worker's access to and use of publications on rural development. *Journal of Administration Overseas*, 17(2) Apr. 78, p.84-101.

D'SOUZA, VICTOR S. Index of village development from census data for Punjab. *Social Change*, 8(1) Mar. 78, p.3-15.

GEORGE, K.M. Imperatives for rural development. *Economic Times*, 13 Sept. 78, p.9.

GHOSH, ROBIN. Economic regeneration plan for West Bengal. *Economic Times*, 26 July 78, p.5; 27 July 78, p.5., 28 July 78 p.5.

HAAS, DAVID F. Clientelism and rural development in Thailand. *Rural Sociology*, 43(2) Summer 78, p.280-92.

HARPAL SINGH. The concept of integrated rural development. *Yojana*, 22(17) 16 Sept. 78, p.23-4.

HOOJA, RAKESH. Antyodaya and the possible role of panchayat non-officials in executing development schemes. *Political Science Review*, 17(1-2) Jan.-June 78, p.127-45.

Antyodaya is a Rajasthan government scheme for the welfare of the poorest of the poor families in every village. Summary of the approach paper for this scheme is presented. As government is short of functionaries at the grassroots level, assistance from panchayat non-officials is necessary in the implementation of schemes. Panchayats should maintain detailed records about the economic condition of villages to help in identifying the prospective beneficiaries from the scheme. Role of panchayat non-officials in Antyodaya schemes, pertaining to land allotment, old age pensions, famine works and rural credit is analysed. These non-officials are unlikely to assist in development schemes, unless, made responsible for their success. This paper was commissioned for the Zonal Seminar on Panchayati Raj (30 March—1 April 1978) organised by the Asoka Mehta Committee on Panchayati Raj Institutions



in India, organised at the University of Rajasthan.

JAIN, L.C. Rural development in the 1978-83 plan, critical issues and suggestions. *Voluntary Action*, 20(9) Sept. 78, p.11-15, 26.

JOHNSTON, BRUCE F. and ANTHONY J. MEYER. Nutrition, health, and population in strategies for rural development. *Economic Development and Cultural Change*, 26(1) Oct. 77, p.1-23.

JOSHI, NAVIN CHANDRA. Removing poverty through Antyodaya. *Mainstream*, 16(52) 26 Aug. 78, p.17-18.

JOSHI, P.C. Organising rural poor: some basic issues. *Mainstream*, 16(50) 12 Aug. 78, p.7-9.

This contribution is based on the paper presented at the "National Seminar on Rural Development—Focus on the Weakest". Sponsored by the People's Action for Development (India) and the Action for Food Production, held on April 27-29, 1978, at New Delhi.

MADAN, D.J. Industry's contribution to rural development, time to adopt a new approach. *Economic Times*, 20 Sept. 78, p.7.

MAHANTI, P.C. West Bengal's plan for rural poor. *Commerce*, 137(3500) 8 July 78, p.52-4.

MAKHAN, D.S. Transformation of two adopted villages in Uttar Pradesh. *Kurukshetra*, 26(20) 16 July 78, p.9-12.

Indian Explosives Ltd., here in a case study examines the progress made in the two adopted villages, Chakarpur, district Kanpur and Banguri, district Agra. The two villages were adopted by IEL in early 1975. The per capita income

at Chakarpur in a period of just two years has gone up from Rs. 749 in 1974-75 to Rs. 1,482 in 1976-77, says the author. —*Reproduced*.

MIDGLEY, JAMES and DONOLD HAMILTON. Local initiative and the role of government in community development—policy implications of a study in Sierra Leone. *International Social Work*, 21(2) 78, p.2-11.

MIJINDADI, N.B. Integrated rural development; concept and planning implications—with examples from Nigeria. *Community Development Journal*, 13(1) Jan. 78, p.21-8.

MITRA, PARTHA PARTIM. Inter-institutional credit planning for rural development. *Yojana*, 22(16) 1 Sept. 78, p.5-8.

MOHANAN, N. (Vaikunth Mehta National Institute of Co-op. Management, Pune). Rural development—pursuits and policies. *Cooperative Perspective*, 12(4) Jan.-Mar. 78, p.31-5.

Rural development means the enrichment of material and social welfare of the rural population. Lack of mass participation, excessive bureaucratization and unequal distribution of benefits were the main causes for the failure of the community development programme launched in 1952. Land reform measures, suitable farm production strategies and development of infrastructure facilities are conducive to rural growth. The strategy of integrated rural development must incorporate suitable organisational system, institutional structure and technological support. As "self-help" is an integral part of rural development, the institutional base for rural progress should be based on cooperative frame. The success story of Amul demonstrates this fact.

NAYAR, D. P. Transfer of technology for rural development. *Yojana*, 22(14 & 15) 15 Aug. 78, p.37-9.

ONOKERHORAYE, A.E. Planning for rural development in Nigeria : a spatial approach. *Community Development Journal*, 13(1) Jan. 78, p.29-34.

PANDIT, Y.S. Development retrospect; evaluation of an industry-aided rural development programme. *Voluntary Action*, 20(8) Aug. 78, p.9-14, 22..

During 1952-72 the Dorabji Tata Trust invested Rs. 32 lakhs in rural development programme, embracing nine villages in the Maan Taluka of Satara district in Maharashtra. This programme, which is still continuing, was launched by Rural Development Board, set up by the Trust. Though the improvement is not insignificant, it is short of optimistic expectations entertained in the beginning. An objective, hindsight assessment of the programme indicates some drawbacks which led to the failure of many activities and lack of progress. These drawbacks are analysed, and some thoughts on nature and scope of activities which voluntary agencies should undertake in future are presented.

RAJ KRISHNA. The next phase in rural development. *Voluntary Action*, 20(7) July 78, p.32-8.

This is an address to the National Seminar on Rural Development—Focus on the Weakest (April 28, 1978) at Vigyan Bhavan, New Delhi.

RAJU, B. YERRAM. Integrated rural development. *Economic Times*, 23 July 78, p.4.

THE RURAL challenge, a symposium on the many facets of a revival. Seminar, (227) July 78, p.10-48.

*Contents :* The problem : Agriculture, by Bina Agarwal; Relevant education, by V. Krishnamurthy; Organic technology, by R.P. Misra; Mud architecture, by

B.S. Bhooshan; Banking for the poor, by M. Kistaiah; Further reading, a select and relevant bibliography, by Devender Kumar.

SINGH, BAIJ NATH. Whither rural development? *Hindustan Times*, 30 July 78, p.9.

SINGH, K.M.P. (Rajendra Agricultural University, Bhagalpur). Package planning; divorce from dependence and deprivation. *Khadi Gramodyog*, 24(10) July 78, p.485-96.

Only planning can bridge the gap between rural people and their urban counterparts. The strategy for integrated rural development was initiated in 1976-77. Its purpose is to improve the living conditions and purchasing power of those below the poverty line. The framework and broad objectives of this programme are explained, and the components of planning phase are pointed out. It has been decided to set up a Rural Science and Technology Complex in a selected village to serve as a base for various operations. Full involvement of people is necessary for the success of any development scheme and its objectives cannot be achieved if the weaker sections are ignorant of their rights and facilities.

SINHA, SURENDRA PRASAD (Bihar University, Muzaffarpur). Rural reconstruction in Bihar. *Khadi Gramodyog*, 24(11) Aug. 78, p.558-64.

Rural reconstruction is possible only through integrated agro-industrial programme, creating a balance between the agricultural and non-agricultural sectors. An attempt is made in this article to study and analyse the socio-economic conditions in Bihar, the rural development programmes launched there and their outcome.

SRIVASTAVA, K.B. Village adoption scheme in perspective. *Kurukshetra*, 26(20) 16 July 78, p.6-8.

National Institute of Rural Development, Hyderabad, here explains the rationale of the village adoption scheme and mentions some of the pressing problems which need urgent attention of all those who adopt villages and aim at integrated rural development.—*Reproduced*.

STEVENS, BOB. A fourth model of community work? *Community Development Journal*, 13(2) Apr. 78, p.86-94.

VERMA, BINOY NATH. Problems of micro-level research—village studies. *Khadi Gramodyog*, 24(11) Aug. 78, p.536-40.

VERMA, J.C. Antyodaya—a movement for rural prosperity. *Yojana*, 22(14 & 15) 15 Aug. 78, p.31-3.

———. Role of public enterprise in rural development. *Lok Udyog*, 12(5) Aug. 78, p.35-40.

Five areas of rural economic development which require immediate attention are: (1) Development of human resources, (2) Dissemination of knowledge of science and technology, (3) Initiation of economic activity, (4) Improvement in economic infrastructure, and (5) Social and environmental improvements. The author has analysed these areas and has discussed the ways and methods by which public enterprises can foster development in these areas. Having vast resources they can set new directions in the development of India's rural economy. They should pool their resources to make a combined effort on national level and set an example for private business enterprise to follow.

VIDYARTHY, G.S. Rural development in China. *Kurukshetra*, 26(20) 16 July 78, p.13-17.

WARD, JOHN. Creative conflict? : a perspective on the relations between government, statutory agencies, the voluntary movement and community work. *Community Development Journal*, 13(2) Apr. 87, p.79-85.

## COMMUNITY LIFE, RURAL

PRAKASH, B.A. Impact of foreign remittances, a case study of Chavakkad village in Kerala. *Economic & Political Weekly*, 13(27) 8 July 78, p.1107-11.

## COMPUTERS—PERSONNEL

WOLFE, MICHAEL N. Computerization—it can bring sophistication into personnel. *Personnel Journal*, 57(6) June 78, p.325-6, 336.

## COMPUTERS—POLICE

BILLINGHURST, ALAN C. The use of the police computer in West Germany. *Police Journal*, 51(1) Jan.-Mar. 78, p.67-95.

## COMPUTERS—PUBLIC ADMINISTRATION

MARTINOTTI, GUIDO. Data processing, Government and the public : reflections on the Italian case. *International Social Science Journal*, 30(1) 78, p.146-63.

## COMPUTERS—SOCIAL SCIENCES

MARSHAL, KIMBALL P. and STANLEY E. WILSON. APL (A Programming Language) applications to social science research, an alternative to macrocomputer dependent statistical packages. *Sociological methods & Research*, 6(4) May 78, p.469-92.

MUKHERJEE, BISHWA NATH. A brief survey of computer usage in Indian

Social Science Research. Journal of the Computer Society of India, 8(1) Dec. 77, p.22-36.

### CONFERENCES

KOHLI, UDDESH K. Organising international conferences. Indian Management, 17(9) Sept. 78, p.2-8.

SUNDAR, PUSPHA. Seminars : just talking shop ? Times of India, 6 Aug. 78, p.8.

### CONSTITUTIONAL LAW

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SAHAY, S. The Sri Lankan constitution. Statesman, 21 Sept. 78, p.8.

### CONSTITUTIONS—AMENDMENTS

ANDHYARUJINA, T.R. The Constitution, the referendum proposals. Economic and Political Weekly, 13(35) 2 Sept. 78, p.1493-4.

JHA, SADANAND. Gaps in emergency amendment; what is armed rebellion? Times of India, 25 Aug. 78, p.8.

—Referendum risky proposition; need for second look. Times of India, 11 Aug. 78, p.8.

KATYAL, K.K. Constitution changes; the next phase. Hindu, 28 Aug. 78, p.8.

MATHEW, K.K. Basic structure and the constitution. Hindu, 29 Aug. 78, p.8.

NOORANI, A.G. The 45th amendment bill. Indian Express, 15 July 78, p.4.

SATHE, S.P. Limitations on constitutional amendment; basic structure

principle re-examined. New Quest, (9) May-June 78, p.159-66.

—Referendum in the Indian constitution. Opinion, 19(4) 1 Aug. 78, p.2-6.

TARKUNDE, V.M. the 45th Constitution amendment bill. Hindustan Times, 4 July 78, p.7; 6 July 78, p.9; 7 July 78, p.7.

### CONSULTANTS

FRANKENHUIS, JEAN PIERRE. How to get a good consultant. Harvard Business Review, 55(6) Nov.-Dec. 77, p.133-9.

GANESH, S.R. Organizational consultants : a comparison of styles. Human Relations, 31(1) Jan. 78, p.1-28.

SUDARSHAN LAL. Sick units and management consultancy. Eastern Economist, 71(10) 8 Sept. 78, p. 473-4.

### CONTEMPT OF COURT

SORABJEE, SOLI J. Where truth is no defence, the law of contempt—some anomalies. Vidura, 15(4) Aug. 78, p.195-9.

### COOPERATION

REITHAUG, INGE, A.M. MIRITI and PARIS ANDREOU. Planning cooperative development in Kenya : a formalized and integrated approach to sector planning. Journal of Administration Overseas, 17(2) Apr. 78, p.102-17.

### COOPERATIVE SOCIETIES

DHARIA, MOHAN. Management of human resources in cooperatives. Cooperative Perspective, 12(4) Jan.-Mar. 78, p.1-4.

This is a speech delivered on the occasion of the inauguration of the programme on Management of Human Resources organised by the Vaikunth Mehta National Institute of Cooperative Management, Pune, on 29th March 1978, at New Delhi.

DUBHASHI, P.R. "Warnanagar", a shining example of creative action. *Kurukshetra*, 26(21) 1 Aug. 78, p.12-14.

KUTUMBA RAO, M. Management of cooperative enterprises : the Indian scene. *Indian Management*, 17(9) Sept. 78, p.29-33.

NADKARNI, R.V. "Nominal membership"—a case for its deletion from the cooperative societies act. *Cooperative Perspective*, 12(4) Jan.-Mar. 78, p.19-26.

RAO, S.B. My perception of a consumers' cooperative society. *Cooperative Perspective*, 12(4) Jan.-Mar. 78, p.27-9.

SATYAVATI. Co-ops. suffer at commercial banks' hands; a case study of Andhra Pradesh. *Economic Times*, 17 Aug. 78, p.5.

### CORRUPTION

CHARAN SINGH. Scourge of corruption in public life. *CBI Bulletin*, 12(5) May 78, p.1-3.

JAIN, GIRILAL. Corruption in public life; dangers of excessive zeal. *Times of India*, 16 Aug. 78, p.8.

### CORRUPTION, POLITICAL

HAY, P.R. Factors conducive to political corruption : the Tasmanian experience. *Political Science*, 29(2) Dec. 77, p. 115-50.

KRIPALANI, J.B. Corruption in politics. *Bhavan's Journal*, 25(1) 13 Aug. 78, p.156-69.

### COUNCILMEN

MISHRA, S.N. (Gaya College, Gaya). Municipal leadership in action : a case study of Gaya. *Quarterly Journal of the Local Self-Government Institute (Bombay)*, 49(4) Apr.-June 78, p.333-42.

Dr. Mishra approaches the question of municipal leadership by focussing his study of the role behaviour of the municipal councillors. He confines his case study to municipal councillors of Gaya. His findings reveal that the civic leaders of Gaya seem to have endeavoured to take on democratic orientation, although quite a few of them come from conservative traditionalised milieu. They are more representative of the elitist groups and come to reflect special interests and pressure groups rather than variety of the views and feelings of the populace at large particularly the weaker section of the society. The councillors further have largely been occupied in their dealings with the municipal administration with individual grievances of their constituents rather than larger interest of the community. Such preoccupation with individual cases, observes the author, often makes them a mouthpiece of those responsible for breach of rules and bye-laws. The author stresses the need for two-way education both for the leaders and the followers.—*Reproduced.*

### COUPS D'ETAT

COLLIER, RUTH BERINS. Parties, coups, and authoritarian rule, patterns of political change in tropical Africa. *Comparative Political Studies*, 11(1) Apr. 78, p.62-93.

### COURTS, INDUSTRIAL

BEN ISRAEL, RUTH. Labour courts in Israel. *International Labour Review*, 117(2) Mar.-Apr. 78, p.225-37.

## CRIMINAL PROCEDURE

STROGOVICH, M.S. On the rights of the individual in Soviet criminal procedure. Soviet Review, 18(2) Summer 77, p.3-17.

## DAIRIES

SOMJEE, A.H. and GEETA SOMJEE. Cooperative dairying and the profiles of social change in India. Economic Development and Cultural Change, 26(3) Apr. 78, p. 577-90.

VERMA, O.S. Dairying business. Economic Times, 4 July 78, p.5; 5 July 78, p.5; 6 July 78, p.5.

## DEBTS, PUBLIC

PATEL, HIMMAT. Growing debt-burden of states : problems & solutions. Vishleshan, 4(2) June 78, p.122-31.

SIMHA, S.L.N. Some aspects of public debt. Eastern Economist, 71(3) 21 July 78, p. 117-19.

Discussing some important aspects of management of public debt, the author makes out a case for raising the yield pattern on the government securities and also reducing the average maturity of the central government debts, which is in the interest of the depositor in these days of endemic inflation.—*Reproduced.*

## DECISION MAKING

BERLIN, VICTOR N. Administrative experimentation : a methodology for more rigorous "muddling through". Management Science, 24(8) Apr. 78, p.789-99.

SALANCIK, GERALD R., JEFFREY PFEFFER and J. PATRICK KELLY. A contingency model of influence in organizational decision-making. Pacific Sociological Review, 21(2) Apr. 78, p.239-56.

## DEFENCE, NATIONAL

DAS, TAPAN. Military budgets and developing countries. Mainstream, 16(45) 8 July 78, p.31-2.

DECISION making. Defence Management, 5(1) Apr. 78, 59 p.(whole issue).

*Contents :* Decision making in defence, by P.R. Chari; Cause and effect diagram, by S.S. Apte; Decision making—a problem solving perspective, by Y.N. Sharma; Decision making in spare parts management—the key items approach, by S.S. Srivastava; Decision making in the armed forces, by P.S. Verma; Decision making at policy level—some reflections, by I.W. Sabhaney; Decision making in defence—dimensions of the problem, by Vir Narain; Decision environmental reality interface, by B.P. Upasani; Need for a defence university in India, by M. Suman; Creativity and its relevance in armed forces, by S.V. Prasad; Decision making under crisis, by Inder Mohan.

## DEMOCRACY

BEAZLEY, K.E. Democracy : a structure of ethics. India International Centre Quarterly, 7(2) Apr. 78, p.79-91.

KHANNA, H.R. A living democracy. Himmat, 14(39) 28 July 78, p.18-20.

These are excerpts from a speech at the International Moral Re-Armament conference at Caux, Switzerland.

## DEVELOPMENT ADMINISTRATION

AL-ARAJI, ASIM M. "Non-planning" approach in administrative development policy-making in Iraq. International Review of Administrative Sciences, 43(4) 77, p.357-64.

DOCTOR, ADI H. (Centre of P.G. Instruction and Research, Panaji). Administration for development in India. *Indian Journal of Political Science*, 39(1) Jan.-Mar. 78, p.28-37.

As public administration in developing countries is a much more complicated affair than in the developed nations of the West, a separate sub-discipline "Development administration" came forth. Various development administrative tasks in India are analysed. They relate to planning, budgeting, public undertakings, bureaucracy, training, etc.

#### DIPLOMATIC AND CONSULAR SERVICE

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HALACHMI, ARIE. Management in emergent conditions. Management in Government, 10(1) Apr.-June 78, p. 30-9.

#### DROUGHT

JAISWAL, N.K. Droughts and famines in India. *Rural Development Digest*, 1(2) Apr. 78, p. 93-110.

JODHA, N.S. Effectiveness of farmers' adjustments to risk. *Economic and Political Weekly*, 13(25) 24 June 78, p.A38-48.

#### DRUG TRADE

NAERT, PH. and R. SWINNEN. Regulation and efficiency in drug wholesaling. *Journal of Industrial Economics*, 26(2) Dec. 77, p.137-49.

#### ECONOMIC ASSISTANCE

DAS, TAPAN. West's "aid", cooperation or exploitation? *Mainstream*, 16(51) 19 Aug. 78, p.31-3.

MCCARTHY, STEPHEN. The administration of capital aid. *Development Dialogue*, (1) 78, p.90-5.

TIMMLER, MARKUS. From development aid to development politics. *Aussen Politik*, 29(2) 78, p. 159-74.

#### ECONOMIC DEVELOPMENT

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CHITTARANJAN, C.N. Democracy and centre-state relations. Mainstream, 16(48) 29 July 78, p.6, 31.

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Various reforms in financial administration were introduced in 1976. The importance of these reforms, the rationale behind them and their prospective pay-off are explained, and the problems which may arise due to decentralisation of accounting and delinking from audit are pointed out. This contribution by the author, a reader in IPA, is based on his AIR broadcast in "Spotlight" programme.

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The proposed restructuring of the Geological Survey of India is intended to promote better functional discipline in the organisation. It is also claimed that it will provide a new motivation to the personnel, but the scientists are unhappy over the changes planned—*Reproduced*.

#### GOLD (MONEY)

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#### GOVERNMENT AND BUSINESS

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#### GOVERNMENT ENTERPRISE

AGARWALA, P.N. How Britain energised its public sector. *Business Standard*, 9 Aug. 78, p.5.; 10 Aug. 78, p.5.

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The concept of holding company has been accepted in the country for various industries. The author attempts an analysis

of this concept in some western countries and believes there is need for an overview of the relationship between our corporation boards and the administrative ministries to develop a management culture and generate surpluses.—*Reproduced*.

FLOYD, ROBERT H. Some aspects of income taxation of public enterprises. *International Monetary Fund Staff Papers*, 25(2) June 78, p. 310-42.

KNAUSS, FRITZ. Federal enterprises as a boost to the economy? *Annals of Public and Co-operative Economy*, 48(4) Oct.-Dec. 77, p. 421-8.

MEHTA, BALRAJ. Public sector management. *Indian Express*, 18 Aug 78, p.6.

NIGAM, RAJ K. How to make losing public-sector units viable. *Capital*, 18 (4522) 20 July 78, p. 1013, 1027.

During 1976-77, 43 out of 135 running concerns incurred a net loss of Rs. 126 crores. It is suggested that a meeting of the chiefs of losing concerns should be convened for a full dress review of their functioning. Services of experts in production engineering should be utilised to improve levels of physical production, and the perennially red undertaking should be placed under the guidance of a Task Force.

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ROY, DONALD. The role of public enterprises in the British economic crisis of the 1970s. *Annals of Public and Co-operative Economy*, 48(4) Oct.-Dec. 77, p.429-33.

SADIQUE, A.S.H.K. Engineering social changes: role of public enterprises in Asia. *Human Futures*, 1(3) Autumn 78, p.160-70.

SAMPANGIRAMIAH, S. (Indian Institute of Management, Bangalore). Problems in the management of change—case study of a public sector industry. *Lok Udyog*, 12(5) Aug. 78, p.25-33.

In this article the author has discussed the nature and types of problems faced by a State Government Departmental undertaking in Karnataka. A brief historical outline of the undertaking started in 1933 as a small workshop is presented. After 1963 it faced innumerable problems and started incurring losses in 1968. Efforts of the management and the State Government to solve the situation and reactions to change from different quarters are analysed. Certain weaknesses inherent in running public sector industries on commercial lines are pointed out.

SINGH, N.K. A new model for professional management in public sector. *Lok Udyog*, 12(3) June 78, p.27-30.

The social and public accountability places the professional managers in the public sector at a different level against the one in the private sector and confronts them with entirely a new range of problems. Public sector executives having all the constraints of the Government servants, have neither the privileges of Government servants nor the perquisites and facilities of private sector. A new model for the development of professional management in the public sector is presented to overcome the crisis of identity and values.

TANDON, RAJESH and GOPAL KHANDLWAL. Report of the workshop. *Human Futures*, 1(3) Autumn 78, p.224-31.

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DUTTON, DIANA B. Explaining the low use of health services by the poor: costs, attitudes, or delivery system? *American Sociological Review*, 43(3) June 78, p.348-68.

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GOVERNMENTS and the people's health. *Assignment Children*, (42) Apr.-June 78, 148p. (Special issue).

*Contents* : Governments and the people's health, by Henry R. Labouisse; Health care with equity, by Halfdan Mahler; Bringing health care back to the people, by K. Zaki Hasan; Intersectoral policies for better health, by Maaza Bekele; A PHC planning strategy, by Oscar Gish; Reorientation of health personnel to meet

the people's needs, by Carl E. Taylor; Community participation, the heart of primary health care, by Manzoor Ahmed; Administration, costing, and international support, by Maaza Bekele; Technical and administrative support for an operable PHC programme, by Carl E. Taylor; Primary health care in Afghanistan; Summaries of some PHC case studies published in previous issues.

JAGANNATHAN, N.S. Call the barefoot doctor. *Statesman*, 4 Aug. 78, p.6.

KUMARASWAMI, T.M. In quest of a national health policy. *Hindu*, 1 Sept. 78, p.8.

SCHNEIDERMAN, LEONARD. Collaboration between the health and social services in England. *Social Work*, 23(3) May 78, p. 192-7.

## HOSPITALS

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Atthreya, in his brief note, has given a few practical tips for patient satisfaction in our general hospitals and, in the process, has also put his finger on the administrative defects in the hospital set-up. This is an area which requires a good deal of dispassionate study and research—*Reproduced from editorial*.

## HOURS OF LABOUR

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GILL, RAJ. The ground they failed to cover; doings of the DDA. *Hindustan Times*, 3 Sept. 78. p.I.

JAYARAMAN, V.P. Housing finance for millions in India : Problems and solutions. *Economic Times*, 2 Sept. 78, p.5; 4 Sept. 78, p.5.

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PAI PANANDIKAR, D. H. Bank finance for housing. *Hindustan Times*, 5 Sept. 78, p.9.

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SACHITANAND, N.N. Task of gigantic dimensions. *Hindu*, 22 Aug. 78, p.8.

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In Nigeria also, the paper by Oyewole claims, the executive is on the ascendent, against the judiciary. The place of the latter in protecting civil rights against encroachment by an over zealous executive is put down in the Nigerian constitution. But in recent years a clear trend has been seen in practice by which the executive steers clear of judicial questioning by vesting the executive officers with wide ranging 'discretionary' powers especially in matters of policy execution. These 'discretionary' powers have, no doubt, been challenged by the affected parties before competent courts, but judicial power to interfere has been circumscribed by the lack of uniformity and lack of clarity of the existing provisions for judicial aid in this regard; in fact, as the writer points out in the cases he has cited in the paper, the judiciary has by now come to a position of facilitating such executive action rather than checking it provided the use of discretion has been fair in the judicial eye. *Reproduced from editorial.*

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## LEGISLATIVE COMMITTEES

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Perhaps, the Committee on Petitions, a Standing Committee of the House, is the only legislative forum through which the public and the Parliament come together. The House receives from time to time petitions from cross-sections of society. No legislature can go into details of public grievances which continuously arise and require relief. This gap is filled up by Petitions Committee. A few petitions during the

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KELLY, JOHN R. Leisure styles and choices in three environments, *Pacific Sociological Review*, 21(2) Apr. 78, p.187-207.

## LIFE INSURANCE CORPORATION

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## LIVESTOCK

MOORE, M.P. Some micro-economic aspects of the livestock economy. *Indian Journal of Agricultural Economics*, 33(1) Jan.-Mar. 78, p.67-77.

VAIDYANATHAN, A. Aspects of India's bovine economy: Some preliminary results, p.1-29

## LOCAL FINANCE

BANERJEE, TAPAN KUMAR. Some thoughts on the reforms of State policy on grant-in-aid to local government. *Nagarloek*, 10(2) Apr.-June 78, p.57-63.

More often than not the financial commitments of the local governments do not match with their financial resources. As the State has too few tax bases, it is not possible to delegate more bases to local governments. With the growing developmental activities, in a semi-federal system of government like ours, grants-in-aid plays a significant role in the local budgets. It can be used as an instrument to steer the activities of local governments. The system of grants-in-aid should supplement the local efforts in optimising civic services and remove inter-local fiscal disparities. Unfortunately there has never been a rational policy underlying the ever-increasing state grant-in-aid to local governments. The different purposes for which grants are given are analysed. Annual revenue grants, having removal of fiscal disparities as one of its aims, are termed as Revenue Equalisation Grant (REG). The factors behind formulating REG policy are explained and a formula is presented. It is suggested that a Local Finance Commission should be set up every five years, to go into the needs and resources of local governments. This is a paper submitted at the IIPA Seminar on "State-municipal fiscal relations", November 15-16, 1974.

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SINGH, S.R. Fiscal decentralization. *Nagarlok*, 10(2) Apr.-June 78, p.114-21.

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BLOWERS, ANDREW. Checks and balances the politics of minority government. *Public Administration (London)*, 55 Autum 77, p.305-16.

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#### LOCAL TRANSPORTATION

BODIN, LAWRENCE, DONALD ROSENFELD and ANDY KYDES. UCOPT: a micro approach to a transportation planning problem. *Journal of Urban Analysis*, 5(1) 78, p.47-69.

HALDER, D.K. Transporting Calcutta's millions. *Business Standard*, 12 Sept., 78, p.5; 13 Sept. 78, p.5; 15 Sept. 78, p.5.

#### MANAGEMENT

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MUTALLIB, M.A. (Osmania Univ., Hyderabad). The theory of coordination re-discovered and re-formulated. *Indian Journal of Public Administration*, 24(2) Apr.-June 78, p.374-84.

Muttalib takes up one vital aspect of administration and analyses the role of coordination in the smooth functioning of any public organisation. Coordination has far and wide ramifications and it involves inter-relationship between the generalist and the specialist, *i.e.* between the politician and the bureaucrat, and between the specialists themselves, *i.e.*, between any two sections of bureaucrats in any organisation. Proper institutional arrangements may certainly help to bring about the necessary standard of coordination between these sets of pairs but even of formal mechanism, such as constitutional provisions, rules and bye-laws, may not go far enough to meet all situations. This question assumes great importance where an organisation like government is multi-functional and where each

component of administration has to contribute in order to ensure the successful functioning of the whole unit. Effective coordination, both vertical and horizontal, in government and administration, is the *sine qua non* of success in the developmental as well as the conventional tasks of administration.—*Reproduced from editorial.*

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**WOOD, STEPHEN and JOHN KELLY.** Towards a critical management science. Journal of Management Studies, (15)1 Feb. 78, p.1-24.

#### MANAGEMENT—STUDY AND TEACHING

**DASGUPTA, A.** Development of managerial manpower in business. Manpower Journal, 13(4) Jan.-Mar. 78, p.83-9.

**PAUL, A.P.** Management education: future trends—1976-2000 A.D. Indian Review of Management & Future, (4) 77, p.5-15.

**RAMASWAMY, N.S.** Management education and training. Yojana, 27(12) 1 July 78, p.22-9.

**RANGNEKAR, SHARU S.** The neglected half of supervision. Integrated Management, 13(7) July 78, p.22-6.

#### MANAGEMENT AUDIT

**AGARWAL, N.P.** Management audit: new insights for management. Integrated Management, 13(7) July 78, p.5-7.

#### MANAGEMENT BY OBJECTIVES

**ANKLESARIA, T.M. and R.S. KHODE.** MBO experience at Bharat Bijlee. ASCI Journal of Management, 7(2) Mar. 78, p.178-88.

**PANDIT, SURESH.** MBO: relevance of value system. Economic Times, 22 Aug. 78, p.5.

**SETHI, NARENDRA K.** Collaborative MBO—an interactive study in planning. Management in Government, 10(1) Apr.-June 78, p.9-18.

#### MANPOWER

**WEISZ, MORRIS.** Administration and organization of labour resources in developing countries. ITCC Review, 7(2) Apr. 78, p.1-5.

#### MARKETING

**RAO, S.L.** Marketing and public policy. Economic & Political Weekly, 13(34) 26 Aug. 78, p.M-100-103.

#### MASS MEDIA

**CHOWLA, N.L.** The media in Kashmir. Times of India, 7 July 78, p.8; 8 July 78, p.8.

#### MEDICAL SERVICE

**SHARMA, J.K., M. KATARIA and H.S. GANDHI.** Assessment of medical manpower needs of the CGHS dispensaries. Manpower Journal, 13(4) Jan.-Mar. 78, p.67-81.

#### MEETINGS

**SPAULDING, WILLIAM E.** Undiscovered values in meetings. Journal of Systems Management, 29(4) June 78, p.24-7.

## METROPOLITAN GOVERNMENT

JOHNSON, WILLIAM and JOHN J. HARRIGAN. Innovation by increments : the twin cities as a case study in metropolitan reform. *Western Political Quarterly*, 31(2) June 78, p. 206-18.

## MINORITIES

MALHOTRA, RAGHUBIR. Problems of minorities : are they real or imaginary? *Economic Times*, 25 Sept. 78, p.5.

## MOHAMMEDANS IN INDIA

KHAN, RASHEEDUDDIN. Minority segments in Indian polity, Muslim situation and plight of Urdu. *Economic and Political Weekly*, 13(35) 2 Sept. 78, p. 150 9-15.

## MONOPOLIES

SIGHANIA, VINOD K. MRTP Act 1969. *Economic Times*, 23 Aug. 78, p.5; 24 Aug. 78, p.5.

Sachar Committee report. *Economic Times*. 26 Sept. 78, p.5; 27 Sept. 78, p.5.

## MONOPOLIES AND RESTRICTIVE TRADE PRACTICES COMMISSION

AHUJA, P.K. MRTP Commission at work: an analysis. *Eastern Economist* 71(10) 8 Sept. 78, p.464-73.

## MOTIVATION

HALACHM, ANE. How can we get employees to help management? *Integrated Management*, 13(8) Aug. 78, p.5-10.

MEYER, MARY COELL. Demotivation—its cause and cure. *Personnel Journal*, 57(5) May 78, p. 260-6.

TANEJA, C.K. Motivating the knowledge worker. *Lok Udyog*, 12(4) July 78, p.35-40.

## MOVING PICTURES—CENSORSHIP

NOORANI, A.G. Constitution and film censorship. *Indian Express*, 18 July 78, p.6.

## MUNICIPAL BUDGET

TURUNDAYSEVSKY, ALEXANDER. The budget of Leningrad city. *Bombay Civic Journal*, 25(5) July 78, p.12-13.

## MUNICIPAL FINANCE

DATTA, ABHIJIT. (I.I.P.A., New Delhi). Fiscal aspects of metropolitan development in Calcutta. *Nagarlok*, 10(2) Apr.-June 78, p.50-6.

The prevailing public financing techniques of metropolitan development in Calcutta are examined. Three major fiscal issues analysed are—reform of municipal finance, distribution of fiscal burden, and improvements in fiscal management. The author thinks that by the turn of the century the local fiscal constraints will ease and there will be greater reliance on user charges for urban public facilities and services. This is a paper presented at the Conference on "Calcutta-2000; some imperatives for action now", organised by the Indian Chamber of Commerce, Calcutta, April 1976.

MADUSKAR, A.B. (Municipal Corporation, Bombay). Financing urban development programmes. *Quarterly Journal of the Local Self-Government Institute*, (Bombay), 49(4) Apr.-June 78, p.343-7.

Financing urban development programme defies easy solution, particularly in a country like India where the resources at the disposal of the local body and the state government are extremely limited and the financial position of the local bodies is far from satisfactory. Dr. Maduskar classifies the development schemes and discusses the methods suitable

for financing such schemes. He suggests creation of a common fund by pooling all the resources, external as well as internal, and financing of the schemes from the said common funds which will give scope for flexibility to the local authority—*Reproduced.*

### MUNICIPAL GOVERNMENT

ANDORS, STEPHEN. Urbanization and urban government in China's development: toward a political economy of urban community? *Economic Development and Cultural Change*, 26(3) Apr. 78, p. 525-45.

BHATTACHARYA, MOHIT. (I.I.P.A., New Delhi). Decentralization of big city government. *Nagarlok*, 10(2) Apr.-June 78, p. 97-104.

The bigness of a city with a monocentric local government raises the problem of citizen-administration alienation. So far two closely similar devices have been adopted in India to solve this problem. The first device adopted in Hyderabad and Greater Bombay is based on administrative delegation and local area offices have been set up. The second device used in Calcutta, Delhi and Madras seeks to add a political dimension to administrative delegation by enabling the local councillors to take part in local-area decision-making. The feasibility of establishing decentralized political units as lower-tier bodies in a two-tier city government is examined.

DAS, P.B. (Lucknow Univ.). Decentralization of the functions of municipal corporation. *Nagarlok*, 10(2) Apr.-June 78, p. 105-13.

Municipal administration has become more complex with the expansion of municipal services and widening the area of activities. Decentralisation of municipal functions is necessary to satisfy the people and provide easy access to the

services. It serves three purposes—speedier disposal, greater efficiency, and economy. The author has discussed the pattern of decentralisation in Bombay, Hyderabad, Kanpur, Madras and Calcutta. The issues of delegation, devolution of power, relationship between the technical and administrative heads and the central office and the field units have to be looked into before steps for decentralisation are taken up.

GREEN, HARRY A. Urban management and efficiency—a systems perspective. *Management in Government*, 10(1) Apr.-June 78, p. 67-86.

HOSHIAR SINGH. (Univ. of Rajasthan, Jaipur). Present structure of urban government in India. *Quarterly Journal of the Local Self-Government Institute (Bombay)*, 49(4) Apr.-June 78, p. 322-32.

Dr. Singh here discusses various forms and structures of urban local government in India. He distinguishes municipal corporations from municipalities, improvement trusts and notified area committees and brings out their shortcomings and advantages. He analyses the financial administration of these forms of urban government and deprecates the increasing trend of increased state control on local bodies. He concludes that from all accounts urban government is expected to be fragmented in many units in future to serve the ends of state level politicians. For finance, technical know-how, planning and intelligence, the urban local bodies in India will have to lean towards the state government and in this process a new concept of state-urban government functional cooperation is expected to converge which will take away much of the traditional idea of 'local autonomy'. —*Reproduced.*

KOPARDEKAR, H.D. (Bombay Metropolitan Regional Development Authority). Management structure for planning and development: conservation and renewal. *Quarterly Journal of the Local*

Self-Government Institute (Bombay), 49(4) Apr.-June 78, p.311-21.

The general complaint about the urban local bodies is that their structure is unsuitable for planned development efforts or that they are not performing their role as agents of planned development and social change very effectively. The author says that if the urban governments are to be true agents of modernisation and social change and have a new image befitting the aspirations and expectations of the people at large, it will be necessary to give a serious thought to the pattern as is emerging today. The planning authorities, he suggests, will have to treat the local bodies, particularly the urban local bodies, as junior partners in the processes of planning and development. The administrative and financial constraints in their working will largely be removed if this concepted in principle. *Reproduced.*

SAVAS, E.S. On equity in providing public services. *Management Science*, 24(8) Apr. 78, p.800-8.

SINGH, KAMALDEO NARAYAN. (Gaya College, Gaya). Administration for urban development: the question of agency. *Quarterly Journal of the Local Self-Government Institute*, Bombay, 49(1) Oct.-Dec. 77, p.127-31.

What exactly should be the role of the urban local government with regard to the urban development? Mr. Singh answers this question by saying that the whole affair of securing a planned development of town should be the charge of the municipality or the city corporation in addition to its duties normal. It dispels the impression prevailing among many people that local government institutions are unable to cope with the problems of local development. He says that the defects attributed to local government are

in fact inherent in any under-developed country like India and higher levels of government are only better off in a relative sense. *Reproduced.*

STEVER, JAMES A. Contemporary neighborhood theories; integration versus romance and reaction. *Urban Affairs*, 13(3) Mar. 78, p.263-84.

## MUNICIPAL OFFICIALS

BHATT, ANIL. (Indian Institute of Management, Ahmedabad). Municipal commissioner in Gujarat: structure, process and style. *Nagarlok*, 10(2) Apr.-June 78, p.122-30.

The municipal commissioner is the sole head of executive branch and is appointed by the state government on a three-year term basis. The elected body has very little formal control over the commissioner but in practice due to political pressures he is often compelled to do things which he does not approve. Thus he is in an unenviable position of being held responsible for irregularities committed for the benefit of the political leaders. The *modus operandi* adopted by commissioners in tackling the situation are explained. The observations are based upon unstructured but indepth interviews with commissioners, corporators and officials and two indepth case studies.

PANDIT, J.V.K.V. (Andhra University, Waltair). Municipal chief executive in Andhra Pradesh. *Quarterly Journal of the Local Self-Government Institute*, Bombay, 49(1) Oct.-Dec. 77, p.144-9.

Mr. Pandit traces the evolution of the office of municipal commissioner in Andhra Pradesh. In the short period the office of the municipal commissioner was subject to several changes. However, his office remained unchanged until the enactment of Andhra Pradesh Municipal Committee Act, 1965. The creation of executive committee under this Act reduces

the position of the commissioner to that of a glorified clerk. He lost most of his powers to the executive committee, which emerged as supreme body, but under the municipal amendment act of 1971 the commissioner became an important functionary with a greater degree of latitude for the fulfilment of his functions and responsibilities. The new Act provided broad-based statutory foundation to make him a well-equipped officer to carry out the activities with the utmost freedom and confidence.—*Reproduced.*

RAJADHYAKSHA, N.D. The locale of executive authority. *Bombay Civic Journal*, 25(5) July 78, p.16-19.

SINHA, RAMASHRAYA. (Rajendra College, Chapra). Policy role of a municipal executive in India. *Quarterly Journal of the Local Self-Government Institute*, Bombay, 49(1) Oct.-Dec. 77, p.135-43.

Mr. Sinha traces the policy role of municipal executive in India. In the process he compares the municipal executive in the cities of United States having different systems of local government. What is striking in the case of the municipal executive in India is that he, neither like a city manager is an appointee of the council, nor any elected representative or popular body is responsible for him as is the case for a civil servant. He is neither responsible to the popular body nor to the electorate. He is a policy leader and displays an assertive role. Though this role is of great importance, observes the author, it is exercised under conditions of complete irresponsibility. It is a case of power without responsibility which should have no place in a democratic structure. The case of the municipal executive in India seems to be more inconsistent with democratic theory.—*Reproduced.*

#### NATIONALISM

VIJENDRA SINGH. Emergence of a

new nationalism at India's threshold. *Modern Review*, 142(4) Oct. 77, p.229-36.

#### NOISE

PRABHU, BALAGOPAL T.S. AND R.L. MUNI CHAKRABORTY. Legal aspects of urban noise. *Nagarlok*, 10(2) Apr.-June 78, p.87-96.

#### NON-WAGE PAYMENTS

SHARMA, R.C. A critical study of fringe benefits in sugar industry in India. *Integrated Management*, 13(8) Aug. 78, p.11-28.

#### NON-WAGE PAYMENTS

SHARMA, R.C. Economic and social justification for fringe benefits. *Integrated Management*, 13(7) July 78, p.12-18.

#### OFFICIAL SECRETS

SAHAY, S. Freedom of information. *Statesman*, 3 Aug. 78, p.6.

#### OMBUDSMAN

KATYAL, K.K. The Lok Pal: still elusive. *Hindu*, 31 July 78, p.8.

NOORANI, A.G. The Lok Pal Bill—in battered shape. *Indian Express*, 20 Aug. 78, p.4.

#### OPERATIONS RESEARCH—STUDY AND TEACHING

WALSHAM, G. Education in operational research for the developing countries. *Journal of the Operational Research Society*, 29(4) Apr. 78, p.299-306.

#### ORISSA—POLITICS

DAS, B.C. Government and politics in Orissa since independence—a bird's eye view. *Indian Political Science Review*, 12(2) July 78, p.161-78.

## PAKISTAN—POLITICS

LODHI, MALIHA. Pakistan in crisis. *Journal of Commonwealth & Comparative Politics*, 16(1) Mar. 78, p.60-78.

## PATRONAGE

DOIG, ALAN. Public bodies and ministerial patronage. *Parliamentary Affairs*, 31(1) Winter 78, p.86-94.

## PEACE CORPS

BARUAH, AMRIT. A passage to India: romance of the Peace Corps. *Statesman*, 14 July 78, p.6.

## PEASANT UPRISINGS

MITTAL, S.K. AND KAPIL KUMAR. Baba Ram Chandra and peasant upsurge in Oudh: 1920-21. *Social Scientist*, 6(11) June 78, p.35-56.

## PERSONNEL

BURACK, ELMER H. AND THOMAS G. GUTTERIDGE. Institutional manpower planning, rhetoric versus reality. *California Management Review*, 20(3) Spring 78, p. 13-22.

NORD, WALTER R. AND DOUGLAS E. DURAND. What's wrong with the human resources approach to management. *Organizational Dynamics*, 6(3) Winter 78, p.13-25.

## PERSONNEL—LAYOFF

MCNEFF, NANCY J., MARVIN R. MCNEFF, JOAN M. O'CONNELL, AND GEORGE E. O'CONNELL. Alternatives to employee layoffs: work sharing and relayoff consultation. *Personnel* 55(1) Jan.-Feb. 78, p.60-4.

## PERSONNEL—RESIGNATION

HILB, MARTIN. The standardized exit interview. *Personnel Journal* 57(6) June 78, p.327-9.

## PERSONNEL—SELECTION

DYER, FRANK J. An alternative to validating selection tests. *Personnel Journal*, 54(4) Apr. 78, p.200-3.

## PERSONNEL—SERVICE RATING

FULMER, WILLIAM E. Tailoring employee evaluation forms to your organization's needs. *Personnel*, 55(1) Jan.-Feb. 78, p.65-72.

MAZUMDAR, P. Effectiveness of the performance appraisal system. *Indian Management*, 17(7) July 78, p.13-15.

## PERSONNEL, MUNICIPAL

PARK, YUNG H. The local public personnel system in Japan. *Asian Survey*, 18(6) June 78, p.592-608.

THOMPSON, FRANK J. AND BONNIE BROWNE. Commitment to the disadvantaged among urban administrators, the case of minority hiring. *Urban Affairs Quarterly*, 13(3) Mar. 78, p.355-78.

## PERSONNEL, PUBLIC—CLASSIFICATION

WINCHELL, TIM E. AND LARRY D. BURKETT. Cost control in the federal position classification program. *Personnel Journal*, 57(6) June 78, p.314-18, 336.

## PERSONNEL, PUBLIC—PAY PLANS

MITCHELL, DANIEL J.B. Collective bargaining and wage determination in the public sector: is armageddon really at hand? *Public Personnel Management*, 7(2) Mar. - Apr. 78, p.80-95.



VAN AEDELSBERG, HENRI. Relating performance evaluation to compensation of public sector employees. *Public Personnel Management*, 7(2) Mar.-Apr. 78, p.72-9.

The rigid command-oriented administrative structure should be modified and serious efforts made to close the communication gap between senior officers and lower rungs of hierarchy.

#### PHILIPPINES—ECONOMIC POLICY

#### POLICE

DOMINGO-TAPALES, PROSESPINA. Equity, efficiency and national development: the Philippines regional development strategy. *Philippine Planning Journal*, 8(2) Apr. 77, p.1-21.

BHANOT, M.L. Rural policing in India, the perspective and the prospective. *Police Research and Development*, (3) July-Sept. 77, p.1-23.

STAUFFER, ROBERT B. Philippine corporatism: sectoral integration of the new society. *Philippine Journal of Public Administration*, 20(3) July 76, p.221-35.

As over 80 per cent of the population still lives in villages, effective system of rural policing is necessary to ensure protection of life and property. The purpose of this paper is to point out the basic considerations behind planning rural policing. An outline of rural policing before 1947 is presented and the recommendations on rural police by various Police Commissions appointed by state governments are pointed out. There is no dearth of views on this issue, efforts to make it efficient and effective are lacking. On the basis of the sample study of five rural stations in five different states, the prevailing system of rural police is described. The rural police agency consists of a Village Headman and Chowkidar. Various methods of policing villages are analysed and concluded that the traditional system should be continued. The villagers recognize that the agency is meant for them and consists of people from their midst. Their demand for its improvement is unanimous. Measures should be taken to revitalise and re-activate the rural police agency and to de-limit the jurisdictions of large rural police stations.

#### PLANNING

ALLISON, LINCOLN AND JOHN BENYON. Public planning of private development: a review and appraisal of the report of the expenditure committee on planning procedures. *Public Administration* (London), 56, Spring 78, p.73-85.

#### POLICE

BARATAN, R.K. What is wrong with the police. *Times of India*, 12 July 78, p.8; 13 July 78, p.8.

Crime detection and law enforcement, the two basic objectives of police force, should be viewed in the context of rapid social change. White-collar crime has relegated conventional crime to the second place. The police have to cope with unreasonable demands of politicians. Effective steps against politicisation of police are necessary. Due to lack of employment opportunities, more and more graduates are joining as sub-inspectors and constables. They have legitimate hopes for career advancement. Therefore, new avenues of promotion should be opened for junior officers and constabulary.

CONSER JAMES A. A case for state mandated minimum selection standards for police officers. *Public Personnel Management*, 7(2) Mar.-Apr. 78, p.135-42.

MEHRA, AJAY K. What ails Indian police? *Indian Express*, 3 July 78, p.4.

The experience during emergency indicates that we need a democratically responsive police force. Various problems are examined in the light of the popular criticism. The issues of police-community relations, recruitment, training, reorganisation, corruption, service conditions, etc. should be taken as integrated one in sowing them. The leadership is inefficient because it is an imposed one. It should evolve from within having only one entry point at the level of the constable. If such a sudden change is too radical recruitment can be made at the level of Sub-Inspector also.

NOORANI, A.G. Reports on police outrages. *Indian Express*, 13 Sept. 78, p.6.

SAKSENA, N.S. Police act of 1861 and its objectives. *Indian Police Journal*, 24(4) Apr.-June 78, p.3-7.

THAPAR, ROMESH. The police problem. *Economic and Political Weekly*, 13(36) 9 Sept. 78, p.1535-6.

VENUGOPAL RAO, S. Police accountability; need for reform. *Indian Express*, 26 Aug. 78, p.6.

It is often demanded that the police should change their 'colonial' attitude and be worthy instruments of developing democracy. The two issues of administrative accountability and political neutrality are briefly analysed. As law and order is of vital concern to the people, a police system facilitating constructive participation should be devised. The system should enable the police to function efficiently within a triangular framework of departmental supervision, judicial checks and democratic control.

#### POLICE-COMMUNITY RELATIONS

RUSSELL, KENNETH V. Complaints against the police, an international

perspective. *Police Journal*, 51(1) Jan.-Mar. 78, p. 34-44.

VARMA, L.S. The police and the people. *Indian Police Journal*, 24(4) Apr.-June 78, p.8-11.

#### POLICEMEN—ASSOCIATIONS

TAGGART, MARTIN. The police federation. *Police Journal*, 51(1) Jan.-Mar. 78, p.5-17.

#### POLICEWOMEN

KOENIG, ESTHER J. An overview of attitudes toward women in law enforcement. *Public Administration Review*, 39(3) May-June 78, p.267-75.

#### POLITICAL ETHICS

SAHAY'S. Ethics in public life. *Statesman*, 14 Sept. 78, p.6.

#### POLITICAL PARTICIPATION

BAER, MICHAEL A. Political participation in new towns. *British Journal of Political Science*, 8(2) Apr. 78, p.237-45.

FALKENHEIM, VICTOR G. Political participation in China. *Problems of Communism*, 27(3) May-June 78, p.18-32.

PALMER, D.S. AND C.D. PALMER. Political participation under military rule. *Africa Quarterly*, 17(4) Apr. 78, p.87-109.

#### POLITICAL PARTIES

CLARKS, HAROLD D. RICHARD G. PRICE, MARIANNE C. STEWART AND ROBERT KRAUSE. Motivational patterns and differential participation in a Canadian party: the Ontario Liberals. *American Journal of Political Science*, 22(1) Feb. 78, p.130-51.

SMITH, GORDON. Trends in Western European party system! *Parliamentary Affairs*, 31(1) Winter 78, p.37-51.

WOODWARD, CALVIN A. The Toynbeen growth model and party ecology: the Sri Lankan experience. *Australian Journal of Politics & History*, 23(2) Aug. 77, p. 239-51.

ZIPP, JOHN F. Left-right dimensions of Canadian federal party identification: a discriminant analysis. *Canadian Journal of Political Science*, 11(2) June 78, p.251-77.

#### POLLUTION

MABLAY, ROSS. Philippine industry and pollution control legislation. *Philippine Journal of Public Administration*, 20(1) Jan, 56, p. 103-14.

MAYUR, RASHMI. Dimensions of urban pollution. *Indian Management*, 17(8) Aug. 78, p.18-25.

#### POPULATION

ANKER, RICHARD AND GHAZI M. FAROOQ. Population and socio economic development: the new perspective. *International Labour Review*, 117(2) Mar.-Apr. 78, p.143-55.

MCNAMARA, ROBERT S. Curbing the growth of population in developing countries. *Capital*, 181(4524) 3 Aug. 78, p. 1076-8.

SUNDRUM, R.M. Interrelationship between population growth and development. *Economic Bulletin for Asia and the Pacific*, 27(2) Dec. 76, p.1-25.

WEIGHTMAN, GAVIN. The tricky game of population trends. *New Society*, 43(802) 16 Feb. 78, p.363-5.

#### POSTAL SERVICE

GOPALAKRISHNAN, C.V. The postal bag too heavy. *Hindu*, 4 Aug. 78, p.8.

#### POVERTY

DAS, NABAGOPAL. Problem of poverty; where GNP does not help. *Statesman*, 19 July 78, p.6.

SINGH, D. BRIGHT. The determinants of poverty in India. *Yojana*, 22(16) 1 Sept. 78, p.13-15.

#### POWER (SOCIAL SCIENCES)

GEORGIU, PETRO. The concept of power: a critique and an alternative. *Australian Journal of Politics and History*, 23(2) Aug. 77, p.252-67.

#### PRESIDENTS

AKINSANYA, A. The office of the Nigerian President: experience of the 1964-5 constitutional crises. *Indian Journal of Political Studies*, 2(2) July 78, p. 146-75.

EDWARDS, GEORGE C., III. Presidential electoral performance as a source of presidential power. *American Journal of Political Science*, 22(1) Feb. 78, p.152-68.

JAIN, GIRILAL. The role of the President limited under the constitution. *Times of India*, 13 Sept. 78, p.8.

#### PRESS

ABRAHAM, A.S. Reviving the Press Council; inadequacies of the present Bill. *Times of India*, 21 Aug. 78, p.8.

CHALAPATHI RAU, M. The press/20 years. *Link*, (1) Aug 78, p 25-6.

CHOWDHURY, NEERJA. The news agencies. *Vidura*, 15(3) June 78, p.145-52.

MANKEKAR, D.R. Dilemma facing Indian press. *Mainstream*, 15(45) 8 July 78, p.12-13.

MANKEKAR, D.R. Evolving concept of press freedom. *Mainstream*, 16(51) 19 Aug. 78, p.17-18, 20.

—Press in a developing society. *Mainstream*, 16(47) 22 July 78, p. 9, 34.

—Press's rights and responsibilities. *Mainstream*, 16(52) 26 Aug. 78, p.15-16.

—What is imbalance in news flow? *Mainstream*, 16(50) 12 Aug. 78, p.20-1.

NOORANI, A.G. Powers of the Press Council. *Indian Express*, 15 Aug. 78, p.6.

### PROFESSIONS

GIBLIN, EDWARD J. Professional organizations need professional management. *Organizational Dynamics*, 6(3) winter 78, p.41-57.

### PROGRAMME BUDGETING

SUDAMA, TREVOR. PPBS and theories of decision making, bureaucracy and politics. *Public Finance*, 32(3) 77, p. 354-73.

### PROJECT MANAGEMENT

AHMED, MESBAH UDDIN. Project monitoring in Bangladesh. *Economic Bulletin for Asia and the Pacific*, 27(2) Dec. 76, p.54-60.

CHOUDHURY, S. Project performance measurement & control. *Lok Udyog*, 12(5) Aug. 78, p.17-24.

JAIN, D.K. Project management: a practical approach. *Indian Management*, 17(7) July 78, p.38-41, 43.

MATTOO, P.K. Project formulation and development planning. *Management in Government*, 10(1) Apr. - June 78, p.19-29.

ROLEFSON, JEROME F. Project management—six critical steps. *Journal of Systems Management*, 29(4) Apr. 78, p.10-17.

WALSH, MYLES E. Common sense in project management. *Journal of Systems Management*, 29(5) May 78, p.13-19.

### PROVIDENT FUND

SINHA, PRAMOD KUMAR. Negative aspects of Employees' Provident Fund Act, 1952. *Economic Times*, 9 Aug. 78, p.5.

### PUBLIC ADMINISTRATION

ANTONY, A.K. Sincere efforts to solve people's problems. *Economic Times*, 13 Sept. 78, p.4.

### PUBLIC ADMINISTRATION

JAGANNADHAM, V. (I.I.P.A., New Delhi). Public administration and the citizen: how far public administration can be public. *Indian Journal of Public Administration*, 24(2) Apr.-June 78, p.335-73.

Jagannadham's paper, which received considerable notice even at the conference where it was presented, is, in fact, on a question constantly facing democratic countries as it involves the citizen's reaction to public administration. Two contrary trends call for comment in this context. The first is the ever-increasing spread of government activities, mainly in the name of and for the welfare of the people. The other is the equally visible contra-indication of alienation of the very people from most of the governmental activities. Side by side, there is also the qualitative change both in governance and in the support given to it, the former tending to be populist and the latter developing as pressure groups. In Jagannadham's paper not only are these different facets analysed, with considerable historical insight, but the role of bureaucracy as a change agent in this context has also been taken into account. What is of

particular interest is the analysis of the factors that disturb the balance between administrative prerogatives and the citizen's right to knowledge and participation.—*Reproduced from editorial.*

LALA, R.M. The growing government taming the octopus. *Himmat*, 14(43) 25 Aug 78, p.18-19.

Growing government, a global phenomenon, has become unbearable in India due to bureaucratic corruption. Plethora of laws and regulations have made bureaucracy more powerful and the gulf between government and people has widened. A few examples are given to carry home the point. It is suggested that the government should part with some of its powers and delegate its routine functions. It is concluded that the government governs best when it governs least.

PURANIK, S.N. (Tuljaram Chaturchand College, Baramati). Administrative culture: need for conceptual clarity and further research. *Indian Journal of Public Administration*, 24(2) Apr.-June 78, p.466-83.

That there is an 'administrative culture' just as there is a 'political culture' and that researchers should pay attention to this interesting field of administration is the theme of Puranik's paper. Administration functions in a given context of social and political conditions and it is also the product of historical forces. It follows, therefore, that administration as much cannot be of a level different from the level of management of other sectors or institutions in a society. An analysis of the structure or of the working of administration by itself also will be inadequate for the same reason. Similarly, although for purposes of analysis, the 'political culture' in a given set-up is sometimes treated separately from the 'administrative culture', as if the two will never mix, the fact is that the one influences the other considerably and the two together are, in

turn, the product of a wider milieu. These linkages and their influence on the behavioural aspects of the administrative personnel call for intensive study and India offers as much scope for such studies as countries elsewhere, subject, however, to the caution that such 'cultures' are not allowed to cloud the basic issue, which is good and efficient administration in a democratically accountable political context.—*Reproduced from editorial.*

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DE GUZMAN, RAUL P., MARTANO J. GUILLERMO and PERFECTO I. PADILLA. Management training needs and goals in the ESCAP region: toward

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Working on the premise that management training can enhance administrative capacity for plan formulation and implementation, this article identifies problems areas in existing training programmes as a basis for working out an agenda of collaborative undertakings in the ESCAP region. A serious problem is the adoption of training programmes that are inconsistent with people's needs or incongruent with clientele size. This problem can be traced to the inadequate assessment of actual training needs and specification of training goals. Such need and goal identification provides the focus for spelling out collaborative efforts towards making management training more relevant and responsive.—*Reproduced*.

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GUPTA, D.P. How goes the food-for-work programme, a case study. *Kurukshetra*, 26(23) 1 Sept. 78, p.16-17.

RAO, G.V.K. The big job food-for-work scheme has set before it. *Kurukshetra*, 26(21) 1 Aug. 78, p.10-11, 14.

Secretary, Union Ministry of Agriculture and Irrigation, here explains the vast potentialities of the food-for-work scheme which envisages utilising human resources for putting up productive works and strengthening the rural infrastructure. The programme, says the author, has the potential of being a major instrument of rural development and employment.—*Reproduced*.

#### URBANIZATION

JAYARAMAN, T.K. Financing of urban development. *Nagarlok*, 10(2) Apr.-June 78, p. 15-19.

During the last decade India has undergone rapid urbanisation. Resources are scarce to solve the problems associated with fast urbanisation. Moreover the choice of technique is limited by the existing social and political framework. The objective of this essay, adjudged as second best in IIPA Essay Competition, 1977, is to analyse the past and present trends and outline future course of action in financing urban development. It is divided into four sections. The first deals with the problems of urban growth and challenges; of development. The second section deals with the classic economic questions posed by urban growth and developmental needs and the role of the public sector, the local, the State and the Central Government in a federal set-up. A detailed examination of financing of urban development in Gujarat State is attempted in the third section. In the fourth and final section, some alternative techniques of financing are discussed.

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#### VILLAGE PANCHAYATS

ABRAHAM, A.S. More powers for panchayats, implications of new proposals. *Times of India*, 11 Sept. 78, p.8.

The Asoka Mehta Committee has proposed that below the state level the district should be made the corner-stone of rural decentralisation, with minimal regulation and supervision by the state governments. It has also recommended wider powers for panchayati raj institutions to raise money through taxation. Even though publicly committed to decentralisation, the states being jealous of their powers, will not like them to be whittled down. Decentralisation is extension of democracy at lower levels and before it is done, political system must be strengthened, democracy firmly established and effective political unity secured.

ANTER SINGH (Banasthali Vidyapith). Present behaviour in the meetings of panchayati raj institutions. *Quarterly Journal of the Local Self-Government Institute (Bombay)*, 49(4) Apr.-June 78, p.348-54.

This study is based on the attendance of the officials and non-officials of the meetings of the three panchayati raj institutions, one at block level and two at district levels. The relevant data are collected from proceedings-register of the

meetings held between January 1969 and October 1972. The author's findings are that participation of both sections is increasing in meetings. The interest of officials in attending meetings is also governed by the eagerness of the non-officials to support and query formulation programme and implementation.—*Reproduced*.

BASU, ASIT KUMAR (Vivekanand College, Calcutta). Committee system in the panchayats in West Bengal. *Quarterly Journal of the Local Self-Government Institute Bombay*, 49(1) Oct.-Dec. 77, p.108-22.

Dr. Basu studies the committee system and the problems in panchayats in West Bengal. He compares the advantages and disadvantages in the state and makes out a strong case for retaining the system. The West Bengal Act 1973, which has not yet come into force, intends to replace the existing two Acts of 1957 and 1963 and proposes to introduce a three-tier structure of panchayat raj instead of the existing four-tier system. The committee system under the new Act will remain the same at the gram panchayat level, but at other levels it will undergo a change. Dr. Basu suggests some changes in the proposed Act so as to make the committee system in the panchayats in West Bengal effective.

CHAUDHRY, R.S. (Kurukshetra University). A study of Panchayati Raj in Haryana. *Journal of Administration Overseas*, 17(2) Apr. 78, p. 129-33.

Development and democratization are the objectives of panchayati raj. As in rest of India, the rural economy in Haryana is dominated by well to do farmers. The changes that have taken place in the institutions of panchayati raj in Haryana are discussed. The popularly elected councils have become increasingly sluggish and lacking in initiative. Due to one party dominance, centralisation and bureaucratisation, the role of block development officer has changed from develop-

mental to administrative and political one. The Members of Legislative Assembly play a significant role in the postings and transfers of block development officers and interfere in day-to-day administration. Higher level officials establish contacts with big landholders who reap the fruits of development programmes and the poorer sections are deprived of their benefits.

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During the British rule, many factors led to the decay of the ancient panchayat system. The present concept of *nyaya* panchayat is based on the inevitable and imperative need for expediency, cheapness, and public participation in the administration of justice. Nyaya panchayats are created for amicably settling minor disputes primarily by way of conciliation and only secondarily by way of simple adjudication. A varied picture in the matter of constitution, conferment of civil and criminal powers, procedure, etc. of the *nyaya* panchayats in different states is analysed. As the administration of criminal justice involves the fundamental rights of the citizen, the states have devised several ways for judicial checks. As our villages have undergone a change and there are factions and divisions in our society, an institution having conciliation of disputes as a main function may not make an adequate impact. This is a dissertation

submitted in partial fulfilment of the requirements prescribed for the degree of Master of Laws of the University of Delhi.

RANBIR SINGH (Kurukshetra University). Impact of panchayati raj on rural society: a study. *Quarterly Journal of the Local Self-Government Institute*, Bombay, 49(4) Apr.-June 78, p.355-60.

The author assesses in broad terms the working of panchayati raj in India during the last two decades in the light of social, political, administrative, and economic consequences of the Raj produced in rural society. One of such consequences, according to the author, is that the panchayati raj failed to bring about qualitative changes in the rural society. The rural social structure continues to be inequalitarian, stratified and elitist in character. The rural society continues to be dominated by the higher castes. Politically, panchayati raj has led to greater political articulation of the rural masses and the emergence of a new cadre of leadership at the village and district levels. Economically, it has created wide disparities and inequalities in the society, a phenomenon less known in the traditional society of the past. Administratively, panchayati raj has also created problems of coordination between the general administration and the development administration, leading to a conflict between the district level officers on the one hand, and the block development officers on the other.—*Reproduced*.

SURI, PRAKASA CHANDRA. (Centre for Management Strategies and National Objectives, Chandigarh). Cultivating power of the people. *Mainstream*, 16(49) 5 Aug. 78, p.27-33; 16(50) 12 Aug. 78, p.22-7; 16(51) 19 Aug. 78, p.22-7; 16(52) 26 Aug. 78, p.21-7.

Indian democracy has not considered Gandhiji's basic concept of cultivating the power of the people as effective foundation



of democracy. The elements of this concept are analysed and is compared with Ho Chi Minh's concept. The issues of integrative decentralisation for cultivating the power of the people and integrated pre-planning for integrative implementation from the grassroots are explained as viable concepts. The author has also submitted for consideration a concept of school, based on Vietnam experience, to prepare young boys as agents of technology transfer to combat poverty. The Balwantrai Mehta Committee has neglected the self-reliant process for socio-economic transformation and the JP's concept of people's committees based on donational concept of decentralisation is neither feasible nor viable. Constitution amendment is necessary to have panchayats as instruments of economic democracy enabling each section of the rural society to participate in growth opportunities. For this a draft amendment to Article 40 of the constitution is proposed.

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## DIGEST OF PUBLIC DOCUMENTS

United Nations. Joint Inspection Unit. Report on the United Nations Public Administration and Finance Programme, 1972-1976. New York, U.N. 1978, 2 Vols.

This report, prepared by Maurice Bertrand, is the outcome of a comprehensive review and an essay in partial evaluation of the United Nations public administration and finance programme. It is intended mainly for the Committee for Programme and Coordination, which requested the Joint Inspection Unit to evaluate the programme.

### *Summary*

The public administration and finance programme, whose essential task is to "assist Member States in improving the effectiveness of their public administration and finance systems for national development", is a medium-sized programme (the Division at Headquarters, New York, has 28 Professionals and 18 General Service staff, and the related technical cooperation programme employs about 100 experts). In its objectives, its forms of action and its methods, it is a traditional programme.

### *A. General design of the programme and types of activities*

One of the major difficulties confronting this programme is the fact that the sum of the techniques applied in the various 'systems' of public administration and finance cannot claim to form a coherent whole, still less a 'science' of administration. In these circumstances it seems difficult to believe that the sum of the modern management techniques applied

to public administration, or the sum of the financial practices followed by major developed countries, represents a model that can be proposed to the developing countries as a way of solving their problems in these fields, particularly if those problems have not been identified scientifically in advance.

Yet the various activities of the programme appear to be guided by the idea that in matters of public administration and finance there is an existing technology which has proved its worth and that all that is needed is to transfer it. This idea underlies the technical cooperation activities supported by the Division and the so-called 'research' activities alike.

The technical cooperation activities consist essentially of projects of 'administrative reform', training and assistance in training.

The 'administrative reform' projects set out to provide a number of general solutions (by creating institutions or introducing methods) to the administrative problems existing within countries. The solutions offered depend to a great extent on the composition of the team of experts, and no precise methodology for defining so general a concept as administrative reform seems to have been devised. Indeed, doubtful whether one could be.

The training projects, in their turn, dispense a large volume of instruction of many different kinds and help to set up training institutions. In 1976 over 10,000 persons attended the courses so provided including 2,500 who attended courses lasting more than six months, and that effort was supplemented by 310 fellowships for training abroad. But the impact of these activities cannot at present be evaluated. In particular, no general method has been devised to help countries to determine their training needs or the types of instruction that would meet those needs.

The category of research projects designed to identify countries' problems and needs is at present represented by a single major project, the ICAP project.

The so-called 'research' activities, which comprise studies, expert meetings or seminars and publications, amount in fact to collecting some of the information available on a number of problems (description of the practices followed in dealing with a given question, account of certain techniques, studies of new approaches and trends, etc.), presenting this information in a number of documents, sometimes for submission to expert groups for discussion, and making recommendations of methodology. This collection of data and these analyses cannot really be termed as 'research'. The nature of the resulting publications is not clearly defined and there are very wide differences in design between different types of publications (reports of seminars, theoretical disquisitions, compilations of data, case studies, general or specialized handbooks, etc.). The series produced so far does not provide Member States with handy, up-to-date tools which they could use to identify their problems or to find information conveniently on the range of solutions available. Again, publications do not correspond to the objectives of an unduly ambitious and frequently vague programme for "facilitating administrative reforms defining how development should be

managed, inculcating management techniques, rationalizing and strengthening systems of tax administration".

#### *B. Attempts to evaluate these various activities*

Evaluating the impact of the various activities of the programme proved to be very difficult for several reasons:

—This first evaluation of a programme by the Joint Inspection Unit had to be organized in rough and ready fashion with very limited resources. The methodology had to be developed as the exercise proceeded.

—The Division's own evaluation of the impact of its activities did not produce readily usable results. Annex V shows the magnitude of the gap between the ambitious objectives and the modest results. No system of measuring results—for example, by means of indicators—is at present in use, and lists of documents or of the number participating in meetings give no clear idea of what was achieved. The existing machinery for programming United Nations activities in general, and for formulating the public administration and finance programme in particular, does not go into sufficient detail, either in setting objectives (specially subprogramme objectives) or in identifying the outputs of activities, for convenient evaluation of their impact.

—Even before the evaluation of activities started, it was necessary to carry out, in somewhat difficult circumstances, a comparison of activities programmed with activities performed. That comparison revealed that the rates of implementation of the approved programme were extremely low. The average overall rate of implementation of identifiable activities was only 62.5 per cent in 1976-1977. For two sections it was 50 per cent and for one section 33 per cent. In the biennium 1972-1973 the overall

implementation rate was 53.3 per cent and in the biennium 1974-1975 54.3 per cent.

—Technical cooperation activities and projects support activities can probably be evaluated project by project. The present system of monitoring project execution could easily be improved and tightened up into a genuine system of project evaluation. But the lessons to be drawn from the results of such a system are likely to be meagre. The difficulties experienced in the projects we studied are most often due to circumstances. That being so, it would seem that evaluation in this field should be carried out either by type of problem (quality of expert recruitment, method of formulating projects, etc.) or by making studies as a means of appraising the actual design of certain types of projects (for example, an evaluation of 10 or so projects of the same kind in ten different countries). But the essential lesson which seems to emerge from the review of public administration and finance projects that have run into difficulties is that ready-made solutions seldom apply to the types of problems that arise within countries. A new approach to technical cooperation in this field, emphasising painstaking analysis of existing problems, accordingly seems to have a better chance of being useful to developing countries than the existing approach.

—An evaluation of 15 of the programme's publications was organised by sending questionnaires to existing or potential correspondents of the Division. Enormous practical difficulties were experienced in this operation (impossibility of engaging a specialist, lack of distribution lists in the Division, need to send out questionnaires in three languages to a large number of countries, complexity of physical preparations and so on). It nevertheless yielded a sufficiently large sample of usable replies for significant analysis (308 usable completed questionnaires out of a total of

some 500 replies received). Analysis of completed questionnaires shows that:

—The quality of the publications is generally appreciated but with many reservations concerning, in particular, the unduly vague and general nature of the contents, lack of clarity and elegance in the style, employed, the absence of references to examples or countries, and the overcrowded and unattractive physical presentation;

—So far as future policy is concerned, there is a clear preference in favour of producing detailed handbooks on specific subject and down-to-earth comparative studies.

However, other data can also be used to evaluate the impact of these publications: in particular their sales figures, which average between 400 and 500 copies, an extremely low level which represents only the standing purchasing orders of libraries or clients who systematically buy everything produced by the United Nations in this field, so that there is not the slightest chance that these purchases represent real needs. Accordingly, this exercise in evaluating publications ultimately became part of a general review of activities under the programme. Bearing in mind the findings concerning:

—Weaknesses in programme formulation and the vague and ambiguous nature of the objectives;

—The extreme difficulty experienced by the Division itself in evaluating the impact of its activities;

—The fact that the rates of implementation of activities under the programme are still very low;

—The lack of a scientific approach to the design of technical assistance projects;

—The lack of a Divisional publications policy.

A general judgement on the design of the programme and the methods of implementation can be attempted on the basis of these various considerations.

### *C. Possible guidelines for the future*

The general design of the programme should be reconsidered in the light of the results of the evaluation exercise and of the general survey of the programme made in this report. In that process, the size of the Division and its place in relation to the tasks entrusted to it should be taken into account, together with the need to adopt a more scientific approach to problems in order to render a real service to Member States.

Recommendation No. 1 below explains what might be envisaged in this field.

The methods of implementing the programme should also be overhauled. In particular, account should be taken of the possibility of activating and coordinating the group of institutions that cooperate with the Division of Public Administration and Finance in performing the same task. The institutional setting of the programme should be put to use to that end. Recommendations Nos. 2, 3, 4 and 5 below describe a possible way of achieving this type of result.

Lastly, as stated in recommendations Nos. 6 and 7, account should be taken of:

- The absolute necessity of close coordination of research activities with technical cooperation activities;
- The possibility of overhauling the internal structure of the Division in order to adapt it to the new type of programme which should be adopted.

## *IX. 2. Main recommendation*

*Recommendation No. 1 Reorientation of the public administration and finance programme and design of objectives.*

A. A reorientation of the public administration and finance programme should be considered with a view to meeting the requirements imposed by:

- A more scientific approach to problems;
- The need to place at the disposal of Member States the most useful possible tools;
- The need to concentrate on a very limited number of specific objectives that are attainable within reasonable time-limits;
- The volume of resources available;
- The need to be able to evaluate the results obtained.

B. In future the subprogrammes between which the activities are divided should not be presented simply as categories for classifying a number of outputs, but should be designed with specific, practical; relatively modest objectives in mind together with definite dates for attaining them.

C. Examples of objectives of this type might include:

- The production and systematic updating of a collection of specialized handbooks giving an account of the methods used in the various systems of public administration, published in a handy format and if possible with a loose-leaf binding so that they can be kept up-to-date, and all containing descriptions of specific examples.

—Development of a methodology for analysing problems of public administration and finance within countries.

D. The period allowed for the attainment of objectives of this kind might be from four to eight years, and the programming documents (medium-term plans and programme budgets) should describe the stages of implementation in each case.

*Recommendation No. 2. Compilation of a comprehensive and regularly updated list of correspondents with the Division.*

The presentation, compilation and updating of the lists of correspondents at present kept by the Division should be improved, particularly in the following respects :

(a) In each country one or more persons should be selected to take charge of compiling the lists of correspondents with the Division and keeping them up-to-date. These lists should be compiled by function and by name of the person performing the function or occupying the post. At regular intervals the persons in charge should fill in questionnaires prepared in advance, stating, for every listing of a civil servant, teacher or *ex officio* correspondent, whether the title is still the same or has changed, any change of address, the name of a new correspondent, etc.;

(b) At Headquarters the Division should keep an index card for each of the principal correspondents, indicating the nature of the relations maintained with him, his participation in the work of the Division (publications, seminars, etc.), a reference to any comments

submitted, the titles of publications received, etc.;

(c) The general lists of the Division's 'clientele' should be so organised that they can easily be presented by field of interest and by country, and the distribution lists for all publications should be kept on file;

(d) Methods of maintaining a 'continuous dialogue' with this clientele should gradually be developed.

*Recommendation No. 3. Building up a network of co-worker for the implementation of the public administration and finance programme.*

A. The preparation of the Division's publications, whether specialised handbooks or texts on methodology should in most cases be a collective undertaking in which the best specialists in each of the fields concerned should be closely associated;

B. Inquiries should be made to ascertain on what terms the collaboration of regional commissions, international or regional institutes of public administration, major national institutes or university departments and competent persons could be secured for a given programme. After thorough preparatory work, a meeting of those principally concerned should be organized for that purpose on the basis of a clearly stated programme.

C. A methodology should be developed for this type of collaboration. It should cover, in particular, the formulation of publication projects, types of consultation and work-sharing arrangements, examination and criticism of drafts and, while they are in preparation, the manner in which the collaboration of the participants is to be recorded in each publication.



D. Efforts should be made to institutionalize these mechanisms to some extent in order to facilitate their application to all the 'research' activities of the programme.

*Recommendation No. 4. Presentation of publications.*

New instructions should be prepared on the design and presentation of publications. The aim of the instructions should be :

A. In the matter of design:

- To require all publications to give an objective presentation of the views and methods of the various systems of public administration and finance, bringing out their differences and similarities;
- To ensure that those specific practical examples are always given;

B. In the matter of presentation :

- To make the documents attractive, clear and lively;
- Consequently, particular attention should be paid to renewing the general design and style and to titles, the layout of covers, the list of contents, the index, the layout of individual parts and paragraphs, subtitles, any diagrams and illustrations, the use of loose-leaf bindings so that publications can be kept up to date, etc.

*Recommendation No. 5. Institution of more clear-cut internal methods of work : internal work plans and simplified methods of calculating time spent on jobs.*

A. Modern methods of internal work programming should be adopted by the

Division of Public Administration and Finance.

B. The methods should include in particular :

- Detailed planning of each of the programmed outputs so that they can be produced on schedule;
- A detailed distribution of the work thus scheduled among all the Professional staff of the Division;
- A system of periodic review of the plans thus prepared;
- A simplified system of accounting for the time spent on jobs as and when they are performed, so as to preserve a record of the *modus operandi* and thus calculate the cost of each output;
- A permanent system of posted notices to keep all the staff informed of work in progress throughout the Division.

*Recommendation No. 6. Relationship between research activities and technical cooperation activities.*

A. Even if they are separate or divided between different departments, the units responsible for 'research' and those responsible for support for technical cooperation project support should coordinate their activities extremely closely.

B. In particular, the publications of the programme and above all the specialised handbooks should be designed to suit the requirements of the instruction organised under training projects, and their use in projects should be the means of bringing them into widespread use.

C. Similarly all methodological research dealing in particular with administrative

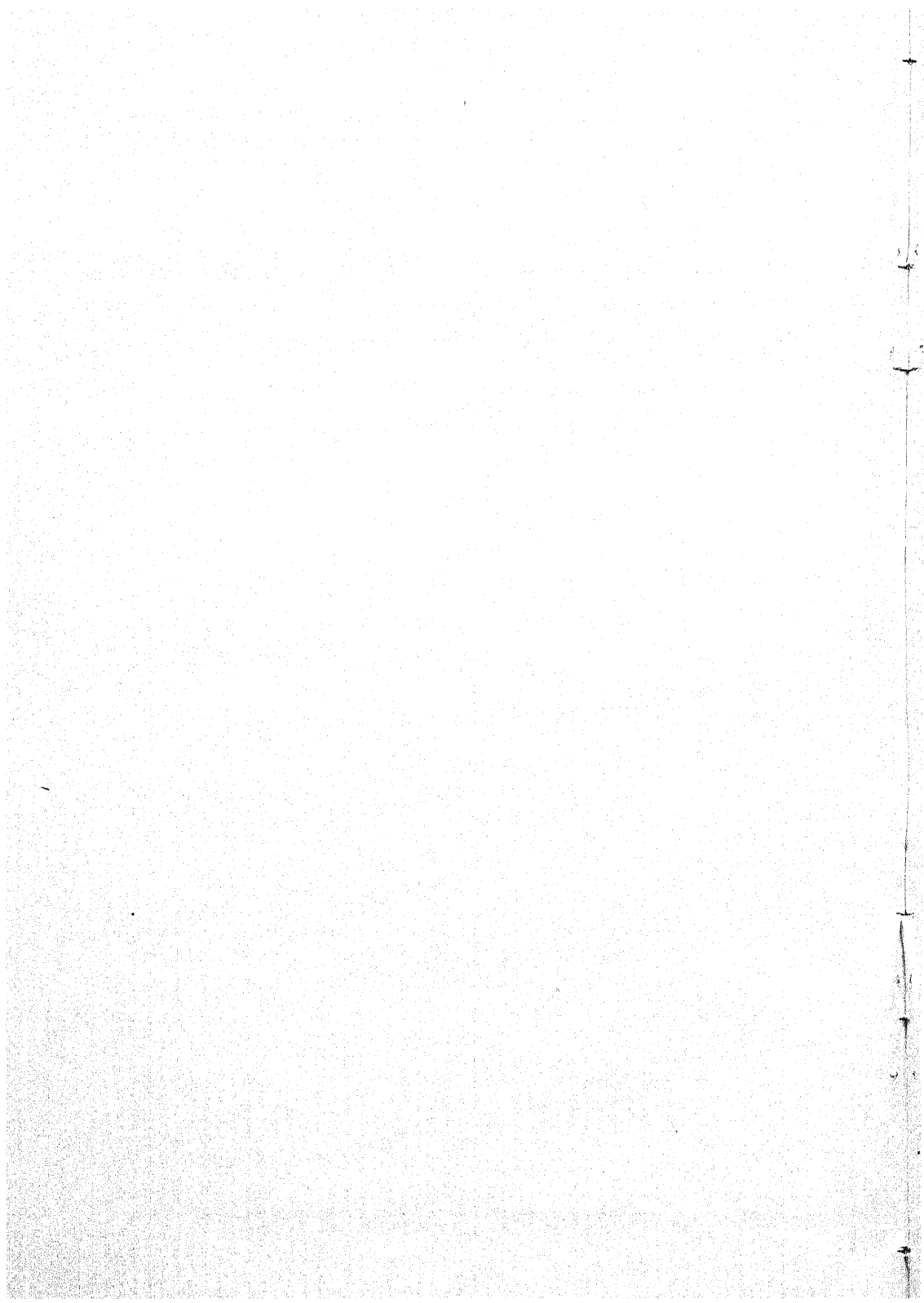
problems within countries should serve to facilitate the design of projects of a research or administrative reform.

D. Conversely the results achieved through projects should be systematically brought to the notice of the units responsible for research and put to full use.

*Recommendation No. 7. Internal reorganization of the research sections of the Division.*

If the public administration and finance programme were to be reoriented on the

lines proposed in Recommendation No. I above, it would seem desirable to discard the present division into research sections by field of specialisation (personnel, finance budget, organisation and methods, etc.) and to divide up the Professional staff into pluridisciplinary sections in charge of implementing the new subprogrammes.



## AUTHOR INDEX

('a' indicates the left column and 'b' the right column)

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| <p>Abboud, Michael J., 220b<br/>           Abraham, A.S., 186a, 193a, 201b, 212b, 224a<br/>           Acharya, T.T., 188b<br/>           Adepoju, Aderanti, 217a<br/>           Adivi Reddy, A., 169b<br/>           Agarwal, N.P., 204b<br/>           Agarwal, Naresh C., 227b<br/>           Agarwala, N.L., 168b<br/>           Agarwala, P.N., 191a<br/>           Agarwala, Virendra, 198a<br/>           Ahmad, Aqueil, 215a<br/>           Ahmad, Karuna, 221b<br/>           Ahmed, Manzoor, 193a<br/>           Ahmed, Mesbah Uddin, 213a<br/>           Ahuja, P.K., 205a<br/>           Akinsanya, A., 212b<br/>           Al-Araji, Asim M., 183b<br/>           Aldag, Ramon J., 198b<br/>           Alexander, K.C., 188b<br/>           Alfthan, Torkel, 221a<br/>           Allison, Lincoln, 210a<br/>           Almelu, S., 227b<br/>           Amarjit Singh, 200b<br/>           Anderson, William S., 196b<br/>           Andhyarujina, T.R., 181a<br/>           Andors, Stephen, 206a<br/>           Andreou, Paris, 181b<br/>           Aniuszzaman, M., 226a<br/>           Anker, Richard, 212a<br/>           Anklesaria, T.M., 204b<br/>           Anter Singh, 224a<br/>           Antony, A.K., 213b<br/>           Apte, S.S., 183b<br/>           Arora, V.P.S., 190a<br/>           Atthreya, N.H., 193b<br/>           Aulakh, H.S., 169a</p> | <p>Bacon, A.W., 226a<br/>           Baer, Michael A., 211b<br/>           Bagchi, Amaresh, 216a<br/>           Bahadori, Medi N., 220a<br/>           Balachandran, P.K., 220b<br/>           Balasubramanian, V., 185a<br/>           Balasundaram, S.N., 200b<br/>           Ballal, N. Murari, 168a<br/>           Banerjee, J.K., 193a<br/>           Banerjee, Jyotirmoy, 194b<br/>           Banerjee, Sumanta, 198b<br/>           Banerjee, Tapan Kumar, 202b<br/>           Banerjee, Utpal K., 219a<br/>           Banerji, D., 193a<br/>           Bangasser, Paul, Jr., 196a<br/>           Banskota, N., 190b<br/>           Baratan, R.K., 210a<br/>           Baruah, Amrit, 209a<br/>           Basavapunnaiiah, M., 189b<br/>           Bastin, Christian, 214b<br/>           Basu, Asit Kumar, 224b<br/>           Beals, Alan R., 220a<br/>           Beaumont, P.B., 174a<br/>           Beazley, K.E., 183b<br/>           Behrman, Jack N., 197a<br/>           Bekele, Maaaza, 193a<br/>           Ben Israel, Ruth, 182b<br/>           Bennett, Anthea, 168a<br/>           Benyon, John, 210a<br/>           Bergman, Edward M., 218b<br/>           Berlin, Victor N., 183a<br/>           Bhambhri, C.P., 189b<br/>           Bhanot, M.L., 210b<br/>           Bhardwaj, A.S., 227a<br/>           Bhargava, Gopal, 185a<br/>           Bhatia, B.M., 188a<br/>           Bhatia, S.K., 167a</p> |
|--|--|

- Bhatt, Anil, 207b, 221a  
 Bhatt, M.P., 216a  
 Bhattacharya, Mohit, 195a, 206a  
 Bhattu, I.Z., 194b  
 Bhimaya, C.P., 173a  
 Bhimaya, K.M., 218a  
 Bhole, L.M., 195b  
 Bhooshan, B.B., 179b  
 Bhoothalingam, S., 188a  
 Bienayme, Alain, 194a  
 Billingham, Alan C., 180b  
 Bingham, Richard D., 203a  
 Binswanger, Hans P., 170a  
 Birch, Eugenie Ladner, 194a  
 Birla, K.K., 191a  
 Blackwood, Larry G., 217a  
 Blake, Donald E., 186b  
 Blowers, Andrew, 203a  
 Boadway, Robin W., 198a  
 Bodin, Lawrence, 203b  
 Bogreat, Michael V.D., 217a  
 Bopegamage, A., 218a  
 Brief, Arthur P., 198b  
 Broadbent, K.P., 177a  
 Brown, Richard Harvey, 184b, 185a  
 Brown, Ray L., 171a  
 Brown, William, 176a  
 Browne, Bonnie, 209b  
 Budhraj, Vijay Sen, 194b  
 Bunker, Douglas R., 215a  
 Burack, Elmer H., 209a  
 Burkett, Larry D., 209b  
  
 Cant, R.G., 185b  
 Caoili, Manuel A., 177a  
 Caoili, Olivia C., 184b  
 Capoccia, Victor A., 219a  
 Carment, David, 201b  
 Carpenter, Edwin H., 217a  
 Carroll, Lucy, 173a  
 Carter, Robert N., 222a  
 Carter, Sylvia M., 222a  
 Cavitt, J. Michael, 222b  
 Chakravarty, Nitish, 191a  
 Chalapathi Rau, M., 212b  
 Champagne, Paul J., 198b  
 Chandrasekharan, Rajkumari, 168a  
 Chandrasekhara Rao, R.V.R., 195a  
 Charan Singh, 182a  
 Chari, P.R., 183b  
 Chatterji, Rakhahari, 200a  
  
 Chaudhry, R.S., 224b  
 Chaudhuri, Kalyan, 223a  
 Cheema, G. Shabbir, 203a  
 Chia, Tiang Ping, 175b  
 Chichilnisky, Graciela, 184b  
 Chinn, Dennis L., 184b  
 Chishti, Sumitra, 190b  
 Chitta Ranjan, C.N., 189b  
 Chopra, Pran, 221b  
 Chopra, Surendra, 195a  
 Choudhary, P.L.N., 198a  
 Choudhury, S., 213a  
 Chouksey, Y.G., 197a  
 Chowdhury, Neerja, 212b  
 Chowla, N.L., 204b  
 Chunder, Pratap Chandra, 186a  
 Clarke, Harold D., 173a, 211b  
 Cobham, David, 196b  
 Collier, P., 217a  
 Collier, Ruth Berins, 182b  
 Condie, C. David, 219a  
 Conser, James A., 210b  
 Coombs, H.C., 214b  
 Corina, Lewis, 177a  
 Correll, Mark R., 216a  
 Coward, E. Walter, Jr., 198a  
 Cox, Gibbi, 219a  
 Craig, John S., 171a  
 Cusdin, Christine, 219b  
  
 Dadhich, C.L., 222b  
 Daman Prakash, 222b  
 Dandekar, V.M., 218a  
 Dang, Satyapal, 168b  
 Dankel, Susan G., 171a  
 Das, Arvind Narayan, 177a  
 Das, B.C., 208b  
 Das, Nabagopal, 212b  
 Das, P.B., 206a  
 Das, Sandhya, 218a  
 Das, Tapan, 183b, 184b  
 Dasgupta, A., 204a  
 Das Gupta, Jyotirindra, 187b  
 Das Gupta, K.K., 218a  
 Das Gupta, Malabika, 188b  
 Das Gupta, Samir, 218b  
 Dasgupta, Sugata, 218b  
 Datt, Ruddar, 185b, 186a  
 Datta, Abhijit, 205b  
 Datta, Amlan, 186a  
 Datta, Bhabatosh, 185b

- Datta-Ray, Sunanda K., 225a  
 Dave, M.M. 170b, 210b  
 Dave, P.K. 216a  
 Davies, Howard, 221b  
 Davies, Robert, 177a  
 Dawar, G.R., 184b  
 Dayal, H.V., 187a  
 Declercq, Eugene, 192b  
 De Guzman, Raul P., 176b, 222b  
 Dequina, Donna Elinor, 216b  
 Desai, B.M., 169a  
 Desai, Nitin, 185b  
 Devadhar, Y.G., 190b  
 Devender Kumar, 179b  
 De Vries, James, 169a  
 Dey, Banomali, 186a  
 Dey, Jennie, 177a  
 Dhar, D., 169a  
 Dharia, Mohan, 181b  
 Dhawan, B.D., 198a  
 Dhawan, Sunil K., 188b  
 Dhekney, B.R., 203a  
 Dhillon, Harpal S., 193a  
 Dhondyal, S.P., 168a  
 Dickson, Alec., 219b  
 Dimock, Marshall, 203b  
 Djokanovic, Tihomir, 197b  
 Doctor, Adi H., 184a  
 Doermann, Alfred C., 193a  
 Doig, Alan, 209a  
 Domingo-Tapales, Prosepsina, 210a  
 Dossett, Dennis L., 226b  
 D'Souza, J.B., 194a, 216b  
 D'Souza, Victor S., 177b  
 Dua, M.R., 222a  
 Dubay, S.N., 188a  
 Dubhashi, P. R., 171a, 182a  
 Dudley, James R., 219a  
 Durand, Douglas E., 209a  
 Dutt, Prabha, 222a  
 Dutta, B.K., 170b  
 Dutton, Diana B., 193a  
 Dyer, Frank J., 209b  
  
 Edwards, George C., III, 212b  
 Ekanem, Ita I., 217a  
 Epstein, T. Scarlett, 220a  
 Evans, Peter, 195b  
 Evans, Robert H., 216b  
 Ezckiel, Nissim, 215b  
 Ezejelue, A.C., 176b  
  
 Falkenheim, Victor C., 211b  
 Falkowski, Lawrence S., 197b  
 Farag, M., 199b  
 Farooq, Ghazi M., 199b, 212a  
 Farrell, Brian, 186b  
 Feld, Werner J, 197b  
 Fernandes, George, 194b  
 Feuerstein, Marie Therese, 193a  
 Flowers, Vincent S, 201a  
 Floyd, Robert H, 191b  
 Forester, Tom, 170a  
 Frankenhuys, Jean Pierre, 181b  
 Frantzich, Stephen E., 201b  
 Fredericks, L.J., 200a  
 Freedman, David H., 188a  
 Freeman, Michael, 217a  
 Friedman, Robert S., 192b  
 Fuller, R. Buckminster, 188a  
 Fulmer, William E., 209b  
  
 Gabriel, Solomon, 221a  
 Gaikwad, N. S., 188b  
 Gandhi, H. S., 204b  
 Gandhi, Pravinchandra V., 172a  
 Ganesh, S.R., 181b  
 Ganguli, N.C., 169b  
 Ganguly, Tarun, 188b  
 Geddes, Diana, 186a  
 George, K.M., 177b  
 Georgiou, Petro, 212b  
 Gerber, Donald L., 216b  
 Gernigon, B., 200a  
 Ghazzale, A., 186a  
 Ghorpade, M.Y., 185b  
 Ghosh, Biswanath, 195b  
 Ghosh, Robin, 177b  
 Ghosh, Tushar Kanti, 200a  
 Giblin, Edward J., 213a  
 Gill, Raj, 194a  
 Gauri Shankar, V., 201a  
 Ginsberg, Benjamin, 186b  
 Gish, Oscar, 193a  
 Globerson, Arye, 221b  
 Gnanasekaran, K.S., 199b  
 Golembiewski, Robert T., 222a  
 Goody, Jack, 186a  
 Gopalakrishnan, C.V., 212a  
 Green, Harry A. 174a, 206b  
 Green, J.M., 217a  
 Green, Ronald K. 219a  
 Greene, Kenneth V. 190a

Gregory, Paul R., 217a  
 Guillermo, Martano J., 222b  
 Gulati, Leela, 170b  
 Gupta, B.N., 188b, 200a  
 Gupta, D.P., 223b  
 Gupta, Krishna Prakash, 220a  
 Gupta, Niraj Kumar, 198a  
 Gutteridge, Thomas G., 209a  
  
 Hass, David F., 177b  
 Halachm, Ane, 205a  
 Halachmi, Arier, 184a  
 Halder, D.K., 203b  
 Haldipur, R.N., 171b  
 Halligan, John, 228a  
 Hamblin, Robert L., 226a  
 Hamilton, Donald, 178b  
 Hamilton, Edward K., 189b  
 Hanafi, Mohamed, Nazem, 223a  
 Hansen, Peter, 197b  
 Hanson, Janet A., 219a  
 Harpal Singh, 177b  
 Harrigon, John J., 205a  
 Harris, Paul, 228a  
 Harrop, J., 195a  
 Hart, Moira, 200a  
 Hansnath, Syed Abu, 218a  
 Hay, P.R., 182a  
 Hazarika, Niru, 228a  
 Hederman, William F., Jr., 201a  
 Hegde, K.S., 202a  
 Heimsath, Charles H., 219a  
 Heiss, F. William, 203a  
 Hemmens, George C., 218b  
 Hershauer, James C., 221a  
 Hibbs, Douglas A., Jr., 220b  
 Hilb, Martin, 209b  
 Hiniker, Paul J., 201a  
 Hooja, Rakesh, 177b  
 Hooker, M.B., 200b  
 Hopkins, Raymond F., 171b  
 Hornby, Richard, 202a  
 Horton, Raymond D., 186b  
 Hoshier Singh, 206b  
 Hoshing, V.R., 226b  
 House, Peter W., 215a  
 House, William J., 226b  
 Houtart, Francois, 218b  
 Hubbell, J. Kenneth, 227a  
 Hudson, Walter W., 219b  
 Hughes, Charles L., 201a

Hussein, S. Ahmad, 203a  
  
 Iatridis, Demetrius, 185b  
 Idema, Thomas H., 221a  
 Iqbal Narain, 186b  
 Ivanov, V.A., 173b  
  
 Jablonsky, Stephen F., 176b  
 Jagannadham, V., 213b, 215a  
 Jagannathan, N.S., 170b, 189b, 193b  
 Jain, D.K., 213a  
 Jain, Girilal, 182a, 212b  
 Jain, Harish C., 227b  
 Jain, L.C., 178a, 185b  
 Jain, M.P., 189b  
 Jain, Ravindra K., 189a, 220a  
 Jaiswal, N.K., 184a  
 Jatti, P.K., 187a  
 Jayalakshmi, L., 196a  
 Jayaraman, T.K., 223b  
 Jayaraman, V.P., 194a  
 Jeffers, J.N.R., 216b  
 Jeffrey, Robin, 195a  
 Jena, P.K., 195b  
 Jeyaraman, V.P., 193b  
 Jha, Dayadhar, 201b  
 Jha, Sadanand, 181a  
 Jodha, N.S., 184a  
 Joglekar, S.N., 170a  
 John, Basu, 218b  
 Johnson, Navil, 174a  
 Johnson, Norman, 219a  
 Johnson, William, 205a  
 Johnston, Bruce F., 178a  
 Johri, C.K., 226b  
 Jones, Fred H., 222b  
 Jordan, A.G., 227a  
 Joshi, Navin Chandra, 168a, 178a  
 Joshi, P.C., 178a, 220a  
 Joshi, P.N., 170b, 197a  
 Joshi, Prabhaskar, 198a  
 Judd, Joe, 173b  
 Jung-Choo Liu, 226b  
 Justis, Robert T., 222a  
  
 Kabra, Kamal Nayan, 190a  
 Kohlon, A.S., 169a  
 Kakade, V.D., 195a  
 Kamble, N.D., 199a  
 Kaminski, John, 192b  
 Kanaga, William S., 170a

- Kane, Rosalic A., 219a  
 Kapii Kumar, 209a  
 Karam Singh, 169a  
 Karnad, Bharat, 174b  
 Kashikar, S.G., 220b  
 Kassalow, Everett M., 197a  
 Kataria, M., 204b  
 Kathuria, K.C. 227a  
 Katyal, K.K., 174b, 181a, 201a, 201b, 208b  
 Katzenstein, Mary Fainsod, 228b  
 Kaul, B.N., 216b  
 Kaushik, Surendra Nath, 187a  
 Kedia, B.L., 222a  
 Kelly, J. Partrick, 183a  
 Kelly, John, 204a  
 Kelly, John R., 202a  
 Kennedy, Leslie W., 220a  
 Keown, Arthur J., 171a  
 Keppel, Francis, 186b  
 Khan, Mohammad Mohabbat, 167a  
 Khan, Rasheeduddin, 205a  
 Khandelwal, Gopal, 192b  
 Khanna, H.R., 183b  
 Khanna, K.K., 171b  
 Khode, R.S., 204b  
 Khosla, G.S., 216a  
 Khusro, A.M., 226b  
 Kilbourne, Lewis B., 197b  
 Kilby, Peter, 196a  
 Kimber, R.H., 227a  
 Kincaid, Diane D., 228b  
 King, Corwin P., 177a  
 Kishan Rao, S., 216a  
 Kistaiah, M., 179b  
 Knauss, Fritz, 191b  
 Knorr, Karin D., 216b  
 Koch, James L., 201a  
 Koenig, Esther J., 211b  
 Kohli, Uddesh K., 181a  
 Kopardekar, H.D., 206b  
 Kornberg, Allan, 173a  
 Korsching, Peter F., 223a  
 Korten, David C., 170b  
 Kotter, John P., 188b  
 Krause, Robert, 211b  
 Kripalani, J.B., 182a  
 Kripalani, Krishna, 176b  
 Krishnamurthy, 179a  
 Krishna Rao, B., 198a  
 Kuklan, Hooshang, 174b  
 Kumar, B.L., 189a  
 Kumaraswami, T.M., 193b  
 Kurien, C.T., 219a  
 Kurien, V., 220a  
 Kutumba Rao, M., 182a  
 Kydes, Andy, 203b  
 Labouisse, Henry R., 193a  
 Lakdawala, D.T., 185b, 186b, 219b, 221a  
 Lakshmiswaramma, M., 169b  
 Lala, R.M., 214a  
 Lampert, Donald E., 197b  
 Lang, Nanci E., 219a  
 Latham, Gary P., 226b  
 Laud, G.M., 227a  
 Lever, Michael, 226a  
 Leduc, Lawrence, 173a  
 Leloup, Lance T., 171a  
 Lemercinier, Genevieve, 218b  
 Leone, Robert A., 192b  
 Lebin, Bernard, 187b  
 Levine, Daniel, 215b  
 Levine, Gilbert, 227b  
 Lewis, Roy, 200b  
 Lightbody, James, 187a  
 Lijphart, Arend, 187b  
 Lillydahl, Jane H., 216a  
 Limaye, M.S., 185b  
 Liner Charles D., 203a  
 Lodhi, Maliha, 209a  
 Long, Frank, 221b, 222a  
 Long, Richard J., 195b  
 Loveday, P., 184b  
 Lynch, Owen, 220a  
 Mablay, Ross, 212a  
 McCarthy, Stephen, 184b  
 McNamara, Robert S., 212a  
 McNeff, Marvin R., 209a  
 McNeff, Nancy J., 209a  
 Madala, Mani K., 187b  
 Madan, D.J., 178a  
 Madan, T.N., 220a  
 Maduskar, A.B., 205b  
 Mahadeva, Bani, 176b  
 Mahanti, P.C., 178a  
 Mahat, R.S., 218a  
 Mahler, Halfdan, 193a  
 Makhan, D.S., 178a  
 Malhotra, Raghubir, 199a, 205a  
 Mandelbraum, G., 220a  
 Mankekar, D.R., 212b, 213a  
 Mansbach, Richaad W., 197b



Mansell, Gerard, 215b  
 Marshall, Kimball P., 180b  
 Martin, John D., 171a  
 Martinotti, Guido, 180b  
 Mashenkov, V., 189a  
 Masih, A.M.M., 185b  
 Mathew, E.T., 194a  
 Mathew, K.K., 173b, 181a, 227a  
 Mathur, J.K., 199a  
 Matthew, C.E.M. 193a  
 Mattoo, P.K., 213a  
 Mayer A.C., 220a  
 Mayur, Reshmi, 212a  
 Mazudar, P. 209b  
 Mehra, Ajay K., 210b  
 Mehrotra, R.R., 200b  
 Mehta, Balraj, 191b, 200a  
 Mehta, R.L., 200b  
 Meier, Kenneth, 192b  
 Menezes, Ervell E., 195a  
 Merrell, Ronald D., 176a  
 Meyer, Anthony J., 178a  
 Meyer, Mary Coell, 205a  
 Midgley, James, 178b, 219b  
 Mijindadi, N.B., 178b  
 Miller, Arther H., 187a  
 Miller, Jerry L.L., 226a  
 Miller, Joyce L., 176a  
 Minet, George, 194a  
 Miriti, A.M., 181b  
 Mishra, S.N., 182b  
 Mishra, G.D., 194b  
 Eisra, Girish K., 173a  
 Misra, R.P., 179a  
 Mitchell, Daniel J.B., 209b  
 Mitchell, Joan E., 215a  
 Mitra, Asok, 227b  
 Mitra, Partha Partim, 178b  
 Mitra, Prabir, 217b  
 Mittal, S.K., 209a  
 Mohan, Indar, 183b  
 Mohanan, N., 178b  
 Moir, Hazel, 223b  
 Moore, M.P., 202b  
 Moran, Michael, 197a  
 Moreland, William B., 171a  
 Moroney, Robert M., 218b  
 Moss, Deanna K., 219a  
 Mughan, Anthony, 226b  
 Mukherjee, Bishwa Nath, 180b  
 Mukherjee, D.P., 197a

Mukherji, Partha Nath, 218a  
 Mukhopadhyay, A., 188a  
 Mukhopadhyay, Asim, 187a  
 Mullick, U.C., 173b  
 Muni Charkraborty, R.L., 208b  
 Munjee, Nasser M., 194a  
 Munro, Malcolm C., 196b  
 Munroe, Ronald, 201b  
 Murthy, C.S., 200b  
 Muttalib, M.A., 203b  
  
 Nadkarni, Anand, 218a  
 Nadkarni, R.V., 182a  
 Naert, Ph., 184a  
 Naik, J.P., 168a  
 Naik, T.G., 168b  
 Nair, K. Nanukuttan, 194b  
 Nair, Krishnadas, 190b  
 Nair, P.R., Gopinathan, 194a  
 Nakane, Chie, 220a  
 Namboodiripad, E.M.S., 200b  
 Namjoshi, M.V., 219a  
 Narain, M.K., 169b  
 Narain, Vir, 183b  
 Narayana, G., 201b  
 Narayanan, K., 196a  
 Narayan Row, S.A.L., 221a  
 Nariboli, G.A., 218b  
 Natarajan, B., 184b  
 Natarajan, T.V., 196a  
 Nayak, Pandav, 185a  
 Nayar, A.P., 216a  
 Nayar, D.P., 178b  
 Neenan, William B., 190a  
 Nelson, Terry A., 201a  
 Nave, Brian, 233a  
 Newcombe, Vernon Z., 173b  
 Newton, Robert D., 189b  
 Ngo Manh Lan., 185a  
 Nigam, R. S., 190b  
 Nigam, Raj K., 191b  
 Nikitin, M., 189a  
 Noorani A.G., 181a, 187a, 198a, 202a,  
 205b, 208b, 211a, 213a, 215b  
 Norld, Walter, 209a  
 Nossiter, T.J., 199b  
 Nsekela, Amon J., 176b  
  
 O, Connell, George E., 209a  
 O, Connell, Joan M., 209a  
 Ojwang, Jackton B., 174b

- Omvedt, Gail, 227b  
 Onokerhoraye, A.E., 179a  
 Oommen, T.K., 218b  
 Oyewole, A., 199a  
 Ozawa, Martha N., 214b
- Pack, Howard, 223a  
 Padilla, Perfecto I., 222b  
 Padmanabhan, B.S., 190b  
 Pai Panandikar, D.H., 171a, 191a, 194a, 195b  
 Pal, B.D., 189a  
 Palmer, C.D., 211b  
 Palmer, D.S., 211b  
 Panchamukhi, P.R., 186b  
 Panda, Brahmananda, 201a  
 Pandey, Kedar Nath, 190b  
 Pandey, P.B., 227a  
 Pandey, R.N., 220b  
 Pandit, J.V.K.V., 207b  
 Pandit, Suresh, 204b  
 Pandit, Y.S., 179a  
 Pandya, Abha, 191a  
 Paranjape, H.K., 215b  
 Parekh, H.T., 185a  
 Park, Yung H., 209b  
 Parvatham, C., 220a  
 Patel, A.R., 188a, 189a, 227a  
 Patel, Himmat, 183a  
 Patel, R.J., 216a  
 Patel, V.G., 196a  
 Patil, D.R., 169a  
 Paul, A.P., 204a  
 Pawar, Jagannathrao R., 188b  
 Peccei, Aurelio, 218b  
 Pedersen, Johannes T., 226b  
 Pennathur, Krish, 201a  
 Perlstein, J.J., 201a  
 Peterson, Nikolaj, 197b  
 Pfeiffer, Jeffrey, 183a  
 Phelps, Edmund S., 221a  
 Pillai, K.N. Chandrasekharan, 225a  
 Pinches, Christine Rider, 185a  
 Pitcher, Brian L., 226a  
 Plastrik, Stanley, 197a  
 Plumbee, John P., 192b  
 Pocock, D.F., 220a  
 Prabhu, Balagopal T.S., 208b  
 Prakash, B.A., 180b  
 Prasad, R.C., 201b  
 Prasad, S.V., 183b
- Price, Richard G., 211b  
 Prottas, Jeffrey Manditch, 172a  
 Puranik, S.N., 195a, 214a  
 Purohit, M.L., 200a
- Quah, Jon S.T., 167b, 172a
- Radin, Beryl A., 215a  
 Radwan, Samir, 221a  
 Raghava Reddy G., 227a  
 Raghavulu, C.V., 175a  
 Rahman, Mofakhhkar, 170a  
 Raj Krishna, 179a, 185b, 194b  
 Rajabov, S.A., 189b  
 Rajadhyaksha, N.D., 208a  
 Rajadhyaksha, V.G., 204a  
 Rajagopal, M., 170a  
 Rajan, N., 215a  
 Raju, B. Yerram, 179a  
 Rajula Devi, A.K., 227b  
 Ramaswamy, N.S., 170a, 173a, 204a  
 Ramaswamy Iyengar, D., 199b  
 Ranbir Singh, 225b  
 Rangachari, K., 221a  
 Ranga Rao, B.V., 217b  
 Rangaswami, G., 168b  
 Rangnekar, Sharu S., 204a  
 Rao, G.V.K., 223b  
 Rao, K.R.M., 185b  
 Rao, P.K., 191b  
 Rao, S.B., 182a  
 Rao, S.L., 204b  
 Rao, V.K.R.V., 200b  
 Rastogi, S.P., 217a  
 Ray, Baren, 217b  
 Reddin, W.J., 222a  
 Reddy, V.N., 200b  
 Reddy, Y.R.K., 200a  
 Reed, Theodore L., 184a  
 Reithaug, Inge, 181b  
 Rele, Subhash J., 194a, 220a  
 Rempel, Henry, 226b  
 Renshaw, Edward F., 224a  
 Richardson, Homer L., 220b  
 Richardson, J.J., 227a  
 Rizzi, Felice, 216b  
 Rizzo, Ann-Marie, 227b  
 Roberts, Adam, 181a  
 Robey, Daniel, 198b  
 Rogers, Susan Carol, 227b  
 Rolefson, Jerome F., 213b  
 Roper, Michael, 214b

- Rose, Winfield H., 175b  
 Rosen, Lawrence, 218b  
 Rosenfeld, Rachel A., 227b  
 Rosenfield, Donald, 203b  
 Roy, Donald, 192a  
 Roy, Probhas Ranjan, 216a  
 Roy Chaudhury, P.C., 217b  
 Rudolph, Lloyd I., 187b  
 Rudolph, S.H., 187b  
 Rudrabasavaraj, M.N., 222b  
 Russell, Jane, 187a  
 Russell, Kenneth., V. 211a
- Sabhaney, I.W., 183b  
 Sachchidananda, 217b  
 Sachitanand, N.N., 194a  
 Sadhu, A.N., 200a  
 Sadique, A.S.H.K., 192a  
 Sahay, S., 173b, 181a, 208b, 211b  
 Sahoo, S., 187a  
 Sain, K., 169a  
 Saini, G.P., 168b  
 Saksena, N.S., 211a  
 Salancik, Gerald R., 183a  
 Salunkhe, Vasant G., 168b  
 Sambrani, Shreekant, 169a  
 Sampangiramiyah. S., 192a  
 Sankara Rao, M., 218a  
 Sankara Reddi, G.H., 198a  
 Santos, Conrado R., 172a  
 Sapp, Stephen G., 223a  
 Saran Singh, 215b  
 Sarkar, Subhash Chandra, 221b  
 Sarma, A.C., 196a  
 Sarma, M.T.R., 227a  
 Sathe, S.P., 181a, 181b  
 Satish Chandra, 186b  
 Satyavati, 182a  
 Savas, E.S., 207a  
 Sawant, G.K., 169a  
 Sayi, K., 175a  
 Schaffer, B.B., 214b  
 Schall, James V., 220a  
 Schneiderman, Leonard, 193b  
 Scott, Claudia D., 190a  
 Scott, Ralph K., 222a  
 Sen, Amitava, 194b  
 Sen, Nandita, 196a  
 Sen, Sudhir, 168b  
 Serote, Ernesto M., 216b  
 Seth, Satich C., 204a
- Sethi, Narendra K., 204b  
 Shah, S.G., 170b  
 Shaligram, K.R., 196a  
 Shanks, Michael, 199b  
 Shannon, Wayne C., 177a  
 Shanti Bhushan, 202a  
 Shapiro, H. Jack, 198b  
 Sharat Kumar, 187a  
 Sharma, Baldev R., 200a  
 Sharma, J.K., 204b  
 Sharma, J.S., 190a  
 Sharma, P.N., 217b  
 Sharma, R.C., 208b  
 Sharma, S.L., 220a  
 Sharma, Y.N., 183b  
 Sharma, Yagya Datt, 218b  
 Shaw, R. Paul, 217a  
 Sheth, N.R., 195b  
 Short, Lawrence O., 197b  
 Sighania, Vinod K., 205a  
 Sills, James H., Jr. 219b  
 Simha, S.L.N., 183a  
 Simon, Charles K., 216b  
 Sinclair, Barbara Deckard, 215b  
 Sinfield, Adrian, 215b  
 Singell, Larry D., 216a  
 Singh, B.P., 175b  
 Singh, Baij Nath, 179b  
 Singh, D. Bright, 212b  
 Singh, K.M.P., 179b  
 Singh, K.S., 217b  
 Singh, Kamaldeo Narayan, 207a  
 Singh, N.K., 192a  
 Singh, Preeti, 202a  
 Singh, S.R. 203a  
 Singh, Uma Shankar, 195a  
 Singh, V.B., 173a  
 Sinha, A.K., 190b, 198b.  
 Sinha, Pramod Kumar, 213b  
 Sinha, Ramashraya, 208a  
 Sinha, Surendra Prasad, 179b  
 Sircar, Parbati K., 185a  
 Sisodia, J.S., 168b  
 Sloane, P.J., 193b  
 Smith, Gordon, 211b  
 Smith, Michael Kinchin, 216a  
 Smith, Tony, 176b  
 Somjee, A.H., 183a  
 Somjee, Geeta, 183a  
 Sorabjee, Soli J., 181b  
 Sorokin, G., 186a

- Speak, Asha Narang, 199b  
 Spaulding, William E., 204b  
 Srinivas, M.N., 220a  
 Srinivasan, A.V., 188a, 222b  
 Srinivasan, S., 196a  
 Srivastava, A.K., 189a  
 Srivastava, Anil, 196a  
 Srivastava, J.C., 217b  
 Srivastava, K.B., 224a  
 Srivastava, R.K., 179b  
 Srivastava, S.S., 183b  
 Stauffer, Robert B., 210a  
 Stephens, David B., 222a  
 Stevens, Bob, 180a  
 Stever, James A., 207b  
 Stewart, Marianne C., 211b  
 Streatfield, D.R., 219b  
 Streatfield, David, 219b  
 Strogovich, M.S., 183a  
 Stuart, Robert C., 217a  
 Subba Rao, S.R., 188b  
 Subramaniam, V., 214b  
 Subramanyam, D.K., 204a  
 Sud., K.K., 221b  
 Sudama, Trevor, 213a  
 Sudershan, B.V., 223a  
 Sudershan Lal, 181b  
 Suman, M., 183b  
 Sundar, Pushpa, 181a  
 Sundaramurthy, S., 222b  
 Sundrum, R.M., 212a  
 Surendranath, K., 191b  
 Suri, Kamla, 173a, 186a  
 Suri, Prakash Chandra, 225b  
 Suver, James D., 171a  
 Swai, Bonaventure, 176b  
 Swaminathan, T., 187a  
 Swinnen, R., 184a  
  
 Taber, Lynville E., 197b  
 Taggart, Martin, 211b  
 Taimni, K.K., 221b  
 Taleyarkhan, Home J.H., 196b  
 Tandon, Rajesh, 192b  
 Tandon, Yash, 190b  
 Taneja, C.K., 205a  
 Tangri, Roger, 203b  
 Tarkunde, V.M., 181b  
 Tarlok Singh, 189a, 197b, 226a  
 Tausky, Court, 198b  
 Taylor, Carl E., 193a  
  
 Teckenberg, Wolfgang, 198b  
 Telegin, Valeri, 173b  
 Tendulkar, Suresh D., 185b  
 Terry, Michael, 176a  
 Tewari, S.W., 187b  
 Thakur, R.M., 186b  
 Thapar, Romesh, 211a, 218b  
 Thavaraj, M.J.K., 189b  
 Thomis, Malcolm I., 176a  
 Thompson, Frank J., 209b  
 Thompson, Kenneth W., 218b  
 Thorat, S.S., 169a  
 Thorsrud, Binar, 215a  
 Timmler, Markus, 184b  
 Tinbergen, Jan, 197b  
 Tiwari, M.F., 196a  
 Tordoff, William, 202a  
 Trent, John E., 190a  
 Tripathi, K.M., 227a  
 Turundayevsky, Alexander, 205b  
 Tynan, Oliver, 198b  
  
 Unny, A.S., 195b  
 Upadhyay, R.G., 189a  
 Upadhyaya, K.K., 190b  
 Upasani, B.P., 183b  
 Urban, Michael E., 172a  
  
 Vaidyanathan, A., 185b, 202b,  
 Vakil, C.N., 188b, 194b  
 Vale, Vivian, 188b  
 Valicha, Kishore, 176b  
 Van Adelsberg, Henri, 210a  
 Vanaik, A., 174a  
 Van Horn, Carl E., 188a  
 Varela, Amelia P., 170b  
 Varma, C.R., Thiagaraja, 221b  
 Varma, L.S., 211b  
 Varshney, B.G., 196b  
 Velman, Vladimir, 173b  
 Venkataramaiah, P., 218a  
 Vankateswaran, R.J., 191a  
 Venugopal Rao, S., 211a  
 Verghese, B.G., 169a, 185a  
 Verma, Binoy Nath, 180a  
 Verma, J.C., 180a  
 Verma, O.S., 183a  
 Verma, P.C., 191a  
 Verma, P.S., 183b  
 Verma, Pramod, 199b  
 Vidya Sagar, 169b

Vidyaranyulu, K.M., 177a  
 Vidyarthi, G.S, 180a  
 Vijendra Singh, 208b

Wahba, Mahmud A., 198b  
 Wagle, Dileep M., 196b  
 Walcoff, Philip, 193a  
 Waldo, Dwight, 204a  
 Walsh, Myles E., 213b  
 Walsh, Thomas, 192b  
 Walsham, G., 208b  
 Ward, John, 180b  
 Watlington, Malchus L., 171a  
 Weale, Albert, 218b  
 Weightman, Gavin, 212a  
 Weinberg, Louise, 199b  
 Weissberg, Robert, 186b  
 Weisz, Morris, 204b  
 Wells, R.J.G. 200a  
 Werneke, Diane, 227b

White, Michelle J., 173b  
 Wiche, Vernon R., 219b  
 Williams, Edward R., 215a  
 Williams, Patrick M., 222a  
 Wilson, Stanley E., 180b  
 Wilson, T.D., 219b  
 Winchell, Tim E, 209b  
 Winston, Gordon C., 199b  
 Wolfe, Michael N., 180b  
 Wood, Stephen, 204a  
 Woodward, Calvin A., 212a  
 Woolery, Arlo, 173b

Yasaswy, N.J., 218a  
 Yellamanda Reddy, G., 200b  
 Young, Lawrence F., 222b

Zaki Hasan, K., 193a  
 Zipp, John F., 212a  
 Zsarnoczay, S., 170a

## DOCUMENTATION IN PUBLIC ADMINISTRATION

### ABILITY TESTS

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*Contents* : Decentralisation of development planning and implementation, by Amritananda Das; Decentralisation in administration: a point of view, by V. Jagannadham; Can Panchayati Raj become the agency for integrated rural development? by Henry Maddick; Remodelling Panchayati Raj institutions in India, by P.C. Mathur; Finances of local governments in India, by M.J.K. Thavaraj; Democratic decentralisation: theory and practice, by V. Venkata Rao and Niru Hazarika; Panchayati Raj versus decentralisation of administration, by B. Hooja; The unresolvable debate of centralisation versus decentralisation, by K. Seshadri; Decentralisation and Panchayati Raj: a developmental perspective, by Shiviah; District industries centre—an experiment in decentralisation, by Ram K. Vepa; Decentralisation: a new philosophy of corporate life, by M.A. Muttalib; Gandhian approach to decentralisation: its relevance, by C.V. Raghavulu and R. Ananda Rao; Whither decentralisation? by Krishna Haldipur; Centralisation and accountability, by C.P. Bhambhri; Centralisation-decentralisation: some theoretical notes, by Kamal Nayan Kabra; The rhetoric of decentralisation and the reality of centralisation, by V. Subramaniam; Decentralisation : some conceptual issues by Mohit Bhattacharya; A note on decentralisation in administration, by S.

Jambunathan; Decentralisation strategy for nation building and development—the Tanzanian approach by D.D. Malhotra; The raising and redressing of grievances at district level and below in Rajasthan, by Rakesh Hooja; The image of the village officer in Andhra Pradesh, by N. Umamathy; Administrative decentralisation in Punjab: the village cluster development programme, by S.K. Sarma; A note on the Kerala district administration bill, 1978, by M.K. Balachandran; Decentralisation in university administration, by N.R. Inamdar; A note on decentralisation in administration—a citizen's point of view, by N.H. Atthreya; Decentralisation in administration, a select bibliography, comp. by Mohinder Singh and R.N. Sharma.

Amritananda Das in his article, 'Decentralisation of Development Planning and Implementation', covers a wide ground. He makes the significant remark that "while desiring the benefits of decentralisation", we find ourselves "unable to accept the consequences of significant decentralisation". This intellectual dichotomy of reservation and acceptance, we feel, is only an elitist ritualistic homage to democratic planning and probably accounts for many tragic failures in the planning process. While planning has been traditionally associated with greater centralisation, in a country of continental dimensions and variety, it has been felt that only a decentralised approach would ensure realistic and purposeful meaning to our planning. After referring to the 'decentralised' critique of development planning, he specifies four crucial decentralisation issues and enumerates the tasks to which the community-level planning effort ought to be directed. He goes on to propound 'an agenda for decentralisation' or institutional reform which includes certain proposals for constitutional changes about some of which there may be an honest difference of opinion. It must be added that Das's 14-point agenda provides many significant points for discussion from a

wider perspective, which, according to him can "redirect the ongoing decentralisation debate from marginally significant issues to the basic questions."

V. Jagannadham brings out some of the important facets of decentralisation in administration. According to the author, it "requires one to review more or less the philosophy of intra-departmental and inter-governmental relations." He adds that "mere administrative decentralisation is not enough in a welfare state"; it must be preceded or accompanied by political decentralisation. We are aware of the strong feelings in the States against a plethora of central schemes, especially in the social sector. He also rightly points out in the context of development planning and the social service state that decentralisation in administration "requires us to look at the polity and its capacity to manage the complexity generated by industrialisation and urbanisation". He refers to comparative cultures in relation to the problem of decentralisation and stresses the need to treat it as of fundamental value. It may, however, be said that the due weight attached to the 'instrumental' aspect will only ensure the much desired concretisation as a fundamental value. Thus approached, it ceases to be an administrative conundrum and the two aspects become self-reinforcing and mutually supportive.

K. Seshadri in his contribution on what he calls 'the unresolvable debate of centralisation versus decentralisation' refers to the views of a number of political writers as well as the socialist experience and talks of 'more decentralisation, less bureaucracy'. According to him a certain degree of centralisation is inevitable when the country has undertaken scientific and technological innovations and the setting up of heavy industry. He feels that "there is a certain fetish about villages and the farming communities that has usurped the label of Gandhism for itself and thus for 'rural development' and 'democratic

decentralisation'." He does try to look at the process of development from the Marxian angle. While analysing the stratified, feudal, rural society, he goes on to observe: "A decentralised administrative machinery in a situation of this nature would only make the public services the private service of these classes, since the deprived will have no court of appeal against the rural *kulak* tyranny." We do find tensions and sectional feuds tearing at the integrity and cohesion we aspire for the village community. While there are other angles to the problem and one may not share all Seshadri's views and misgivings, there is an implied caution for policy makers and social scientists in his criticism of "singing the praise of decentralisation without understanding the society and its socio-economic development."

In their article V. Venkata Rao and Niru Hazarika trace the evolution of decentralisation as a constitutional, political and administrative process in the country in the last 150 years. Brief mention it made of all the important landmarks in this area during the British rule. After describing the salient features of the post-independence developments, they address themselves to a somewhat critical examination of the system and problems like government control of local bodies. In the opinion of the authors there is no genuine decentralisation of powers and functions to local bodies. While they have a viewpoint here, probably much more rigorous analysis is called for before coming to such definitive conclusions. It also requires that the implications of the phrase 'democratic' with respect to the concept of decentralisation must be kept in view while examining the entire position.

V. Subramaniam tries to explore in a historical context "the rhetoric of decentralisation and the reality of centralisation." It may be useful to sum up the factors chiefly accountable for these con-

flicting pulls in the author's own words: "The rhetorical attachment to decentralisation in India flows mainly from three factors, namely, the heritage of British ideas about democracy, Gandhian ideas of the distribution of power and control, and thirdly ideas generated in connection with the establishment of panchayati raj and the efficient execution of economic plans at the village, district or regional level. On the other hand the compelling factors that support centralisation in the modern world are drawn from several mutually reinforcing sources. In the first place comes technology, working in three complementary ways, by conquering distance first, secondly by making execution more mechanised and thirdly by helping to process a mass of information through the computer and cybernetics. Next comes the compulsive history of all imperial conquests followed by nationalist liberation movements both of which concentrate decision making power in a few hands. Thirdly comes the need for centralisation of economic planning which is intensified by the ruthless competitive nature of the world economy in the post-war decades. And lastly come the human tendencies classifiable under the rubric of the iron laws of oligarchy." We are of the view that it may not necessarily conform to realities to draw conclusions from certain political events which have complex origins and motivations. The author, however, makes a scholarly analysis of the historical forces. It would have been useful were he also to have simultaneously attempted some proposals for corrective action or for a more positive direction in accordance with his diagnosis. It is not enough to say that "the first requirement of effective decentralisation, to me, seems to be the disowning of the rhetoric." We do hope that the author would give further thought to the next steps in one of his future contributions.

C.V. Raghavulu and R. Ananda Rao present the Gandhian approach to decentralisation and its relevance. According



to the authors "Gandhi's views on decentralisation stem from his concept of *swadeshi*." Probably, it may be equally relevant to say that it flows from his faith in human dignity and his view of man and society. The authors have referred to the four major assumptions on which the Gandhian model of decentralisation is based. The concept of *sarvodaya* and some alleged distortions have been analysed. Much has been written on Gandhiji's thinking on decentralised democracy. Eminent thinkers have quoted him, criticised him, supported him, and reinforced him from different standpoints. Though so very tempting, one has to refrain from going into details on Gandhiji's contribution in the realm of social and economic thought. The authors pertinently suggest 'intervention and policy shifts' in three related areas, viz., voluntary organisations, education, and intermediate technology, with a view to give a more concrete shape to the Gandhian idea of decentralisation. For Gandhiji, we feel, decentralisation is not something mechanistic. For him, it is an attitude of mind, nay, a philosophy of life, which infuses glow and warmth to the ideal of democracy itself. Apart from Gandhiji, amongst Indian public men, Vinoba Bhave, M.N. Roy, Ram Manohar Lohia and Jayaprakash Narayan, have written extensively and with experience, feeling and passion, about the implications, of and the need for decentralisation in political life, economic system and administrative pattern. It will be interesting if a scholarly and comparative study of their viewpoints is made in the light of our conditions today and the needs of tomorrow.

Decentralisation as a new philosophy of corporate life is the principal argument of M.A. Muttalib. He refers to its ethical roots in democracy. He makes analysis of the allied concepts or variants like deconcentration, devolution as well as delegation. This provides clarity for the sake of conceptual thinking. He gives an

interesting framework of centralisation-decentralisation equilibrium where the two are not 'antipathic but complementary categories'. He also tries to identify the facets, elements and forms of decentralisation and places them in the background of accountability. He points out that the public enterprises are rooted in the desire for decentralisation. Muttalib rightly says that "decentralisation is a corollary of democracy when it penetrates corporate life. It provides a philosophy for the exercise of authority in a democratic way in an organisation, public or private, commercial or non-commercial." Some of the ideas thrown up by the author merit further academic study.

Democratic decentralisation has come to be associated by the very nature of things with rural development and panchayati raj. The earlier variants of community development and national extension service were also motivated by the quest for institutional decentralisation in order to lend both realism and stability to the efforts at socio-economic change. Henry Maddick in his scholarly contribution has not only laid bare the interstices of panchayati raj but has tried to answer as to how panchayati raj can be made to become the agency for integrated rural development. The prime requisite, according to Maddick, is the political will. From the functional, organisational, administrative and procedural angle he has worked out almost a blueprint with perception and prescience. His approach is both task-focused and group-focused. We think that this article may be useful when thinking and decision-making processes are initiated to give a new momentum and a new ethos to the panchayati raj and what it is expected to achieve in the field of integrated rural development in the light of the report of the Asoka Mehta Committee.

In a comprehensive paper P.C. Mathur attempts "to provide a panoramic

overview of the progress and problems of panchayati raj institutions in a few selected States and Union Territories in India so that the local as well as national policy makers may form an idea about: (i) the changes that have already taken place or are under way, (ii) the choices available to them with regard to institutional innovations and/or structural reforms, and (iii) the chances of the successful implementation of the various policies and proposals in view of the still prevailing political resistance to substantial devolution of powers, functions and resources". His analysis of conceptual issues and institutional reforms and of the political overtones of panchayati raj administration is particularly revealing. B. Hooja projects panchayati raj and democratic decentralisation not as two sides of the same coin but as "two different currencies or concepts, being used in the same context, but for two different purposes." His analysis takes note of the ideas of Gandhi and Nehru and is based mainly on historical developments and relevant official documents and reports. Shiviah presents a developmental perspective of decentralisation and panchayati raj. In terms of politico-administrative theory and conceptual insight into the problems of development, he attempts to locate the inadequacies and the points of strength of panchayati raj. He indicates as to how the modernising potential of the system can be effectively built up. He aptly remarks that "instead of asking centralisation or decentralisation, we should ask what is the appropriate mix between centralisation and decentralisation so that the objective of a higher standard of living with quality of life is achieved as effectively as possible".

Mohit Bhattacharya in his article highlights some conceptual issues of decentralisation, be it as "an aspect of intra-organisational differentiation" or "approached from the point of view of organisational decision-making". Using the relevant management literature he

classifies the approaches to the concept into four—the doctrinal, the political, the administrative and the dual role (area-function). He goes on to point out as to how decentralisation can be viewed from the angle of the individual's enrichment, improved organisational performance and search for alternatives to bureaucratic models. Rakesh Hooja looks upon the grievance redressal aspect of decentralisation at the district level and below. His analysis is based on his study of the problem in Rajasthan. N.H. Atthreya's note purports to project a citizen's point of view about decentralisation in administration. This is an important area which we have explored at some length in one of our earlier Special Numbers, 'Citizen and Administration'. D.D. Malhotra examines the Tanzanian situation as a case study of decentralisation strategy for nation-building and development—the two prime needs of most of the emerging countries of the third world. From the viewpoint of rural planning and implementation the role of the village bureaucracy and its perception assumes added significance. N. Umapathy gives us a critical assessment of the village officer in Andhra Pradesh. The picture will not be very different elsewhere—a matter of concern and for constructive action in a scientific manner.

S. Jambunathan in his note on decentralisation underscores the importance of delegation, drawing on some administrative experiments and is of the view that "in terms of crisis management there is no substitute for decentralisation". M.K. Balachandran presents an analysis of the Kerala District Administration Bill, 1978 which provides for a directly elected district council with elected president as its executive head. S.K. Sharma, in his contribution, dwells at some length on the village cluster development programme as a facet of administrative decentralisation in Punjab. This is an experiment worth watching as is the innovative scheme of antyodaya pioneered by the Rajasthan

Government and now being adapted and introduced by some other States as an integral component of their overall rural development programme.

Kamal Nayan Kabra explores the conceptual dimensions of the theme and provides some stimulating perspectives for discussion. C.P. Bhambhri is equally stimulating in his analysis of the implications of capitalism and its contribution to centralism.

Financial decentralisation is an important aspect of administrative decentralisation. Unless the powers and responsibilities are adequately supported and matched by resources, no model of administrative decentralisation can be expected to be successful. Since the very beginning the inadequacy of financial resources has been the Achilles heel of the local bodies. Much of the bad odour of inefficiency of the local government could be attributed to this single factor. M.J.K. Thavaraj in his article makes a broad survey of the financial position of the local governments in the country—both at the level of the panchayati raj institutions and of the municipal bodies. The author also analysis the concomitant problem of budgeting, maintenance of accounts and audit of the local government institutions. This is an area where policy decisions must keep with our aspirations and needs and if local government is to develop, broaden, deepen and stabilise itself.

Democratic decentralisation in the functional areas brings out the point which necessitate sustained attention. We are aware of the talk of rural industrialisation, growth centres, transfer of technology, dispersal of industry to the villages, and so on. Ram K. Vepa describes the main features of the new experiment in decentralisation, *viz.*, the scheme of the district industries centre. He examines the programme, its employment orientation, administrative framework and

comparative advantages as also the many problems that are likely to arise and how coordinated approach at the local level is expected to tackle them. The scheme is an innovative one with great promise. The need is to ensure from the very inception that the incipient vested interests are contained and that the politics of the programme does not vitiate its economics since the cost-benefit calculus is to prevail in the long run. We must also see that the uniformity of pattern does not acquire such rigidity that the States only 'fall in line' and the local variations, geographical conditions, etc., are relegated to the background. The monitoring and feedback must be built in the programme itself so that remedial action is possible before the experiment begins to show any symptoms of decay.

N.R. Inamdar takes up the parameters of decentralisation in university administration. The academic world is a sensitive one. As it is the society that ultimately sustains and supports the universities, their contribution to society and their working are in no way matters of insignificant concern to the society. This is all the more important as a developing society means the continuing growth of institutions of higher learning and research. The author touches upon the network of relationships, both vertical and horizontal, the special features of the decentralised set-up in the universities, the executives and authorities, the committee system, the administrative machinery, etc. He also draws pointed attention to the necessary safeguards so that decentralisation in the field of university administration serves its real purpose. Inamdar has drawn attention to certain issues in this area of intellectual endeavour and administrative functioning which ought to be pursued scientifically with a view to improve university administration and provide academic excellence.

The need for self introspection and the anxiety to know the future direction

become part of the organisational effectiveness and human sensitivity. It gives time to pause and ponder so as to strike new pathways and have a clearer perception of the destination. This is the systems approach to any social problem. Krishna Haldipur raises the question : Whither decentralisation ? It is particularly so, as according to the author, "one of the attempts at galvanising the human potential has been that of democratic decentralisation". The author makes mention of the 'yawning credibility gap' in the panchayati raj, the strong vested interests, the marginal involvement of the people for the sake of appearance, etc. She goes on to list the six major ingredients, "viz., (i) resources like land, water and infrastructure, (ii) investment, (iii) technology, (iv) an integrated delivery system, (v) administration and extension, and, last but not the least, (vi) an integrated policy, where the warp and woof of the social fabric are mutually supportive and not strewn with structural contradictions", and, according to the author, "if they are taken together, they bring about a change in the rural scene". She makes a strong plea that decentralisation should not be looked upon as a mere mechanical device and thus dilute its value, but more as a faith. She draws attention of the role of the elite and the privileged to "organise and 'conscientise' the people". It is good to repeat her fervent appeal : Decentralisation, whatever form it takes, is inevitable and necessary to ensure that planning is done at the grassroot level and that justice is meted out promptly and immediately and that fruits of development reach all, particularly the deprived sections of the population". This is the human and social face of decentralisation.

Decentralisation, looked at from a wider angle, acquires a political, constitutional, institutional and psychological significance. It is not just a question of organisational and administrative structure. Only if all the aspects get woven into a pattern, will decentralisation, in the

real sense, be effective? Unless decentralisation as an attitude of mind and approach pervades the system, the centralising tendencies will gather strength. Decentralisation can also effectively contribute to the projects and programmes of area planning and the regional balanced development. The epithet 'democratic' goes to reinforce what decentralisation stands for. It requires the internationalisation of democratic values. While there is debate about decentralisation being of 'instrumental' or 'fundamental' value, one feels that it is vitally concerned with the distributive values—the concern for the small man, his quality of life and how far he can genuinely be the participant and beneficiary. That is the relevance of small scale production, closely knit human settlements, planning from below, the grassroot and area approach, local participation, maximisation of local resources, simplification of rules and procedures, etc. Decentralisation is expected to facilitate speedy identification of the field problems and the working out of the requisite solutions. People have at times expressed misgivings about the decentralised approach in a technology-oriented society. It should not be construed as a throwback to the past; it is the experience of the stresses and strains of a society with a highly sophisticated technology which spells out the need for a decentralised way of life and working.

Through decentralisation we tend to humanise administration and harness the enthusiasm and energy of the community. It will be wrong to equate decentralisation with parochial localism or tribalism. It stands for a more vibrant and healthy network of interpersonal as well as societal relationships. It is the spirit of decentralisation that is vital and not its formal garb or ritualistic homage. As regards its form, shape or structure, there is a wide range of possibilities or choices where the firm political judgement will have to exercise its selectivity in accor-

dance with the needs and environmental conditions. That is why the limits of decentralisation must be appreciated in a particular context so that it does not degenerate into the amorphousness or abdication of responsibility. Decentralisation does not imply the want of purposive coordination or integration in the pursuit of the common objectives. Decentralisation signifies the quest for a participative and community approach and the epithet 'democratic' is not redundant but only reinforces and underlines the democratic values, purposes, approach and style in different sectors of economy, administration and society. The concept of democratic decentralisation will assign a very important place and role to the diverse kinds of voluntary organisations not by way of condescension and patronage but as a significant component of the totality of our functioning. The psychological dimension of the problem is of paramount importance. Neither myth making and romanticization nor the unthinking belief and formalism but a cool and rational analysis of the compulsions and the various aspects and parameters of democratic decentralisation as an idea and as an ideal will alone provide it the necessary sustenance. Similarly negative criticism and cynicism will be of no avail. Decentralisation can be the source of good administration, the instrument of sound management, the vehicle of development and the symbol of democracy. But the guardian of these norms, values, commitments, expectations, proprieties and aspirations ultimately will be the vigilance of the informed public opinion and the intensity of the pressure from the people in general.

ROGERS, THERESA F. and NATHALIE FRIEDMAN. Decentralizing city government, the citizen survey as a guide for planning and implementing institutional change. *Administration & Society*, 10(2) Aug. 78, p.177-202.

## ADMINISTRATIVE LAW

SATHE, S.P. Administrative law: new horizons. *Journal of Constitutional and Parliamentary Studies*, 10(4) Oct-Dec. 76, p.439-44.

## ADMINISTRATIVE REORGANIZATION

MARZ, ROGER H. Myth, magic and administrative innovations. *Administration and Society*, 10(2) Aug. 78, p.131-8.

NARAYAN, JAYAPRAKASH. Administrative reforms. *Review of Public & International Affairs*, 2, 78, p.1-10.

The author made the following suggestions to Shri Daroga Prasad Rai, the Chief Minister of Bihar, for the improvement of the state administration.

The system of work audit, with the help of experts, should be introduced. The expert's recommendations regarding decentralisation at decision making, eliminating delays at higher levels, transfer of surplus personnel to other jobs, incentives to employees, etc., may be implemented. Noting on the files should start from the higher level instead of from the lowest level. As regards specialist vs. generalist he suggests that the Departments can be divided into two groups according to subjects dealt by them. They should be headed by persons with requisite qualifications and experience. The specialist may be given the training of general administration and *vice-versa*. The present practice of leaving the final decisions in all matters relating to expenditure with the Finance Department must be changed. The transfers and promotions of employees should be decided by administrators according to rules already laid down in this behalf without any interference from above. The suggestions regarding decentralisation of district administration, separation of general administration and

development administration have also been made.

PASMORE, WILLIAM A. and DONALD C. KING. Understanding organizational change: a comparative study of multifaceted interventions. *Applied Behavioral Science*, 14(4) Oct-Dec. 78, p.455-68.

QUINN, ROBERT E. Towards a theory of changing: a means-ends model of the organizational improvement process. *Human Relations*, 31(5) May 78, p.395-436.

#### ADMINISTRATIVE RESPONSIBILITY

FRASER, J.M. Responsibility in government. *Australian Journal of Public Administration*, 37(1) Mar. 78, p.1-11.

#### ADULT EDUCATION

ADULT education. *Yojana*, 22 (18) 10 Oct. 78, p. 1-42. (Entire issue.)

*Content*: The national adult education programme, by Anil Bordia NAFE—beware of reefs ahead, by D.P. Nayar; NAFE—an outline; Thoughts on adult education, by A.R. Mukherjee; Dynamics of adult learning and development, by Prayag Mehta; Essential for adult literacy, by Uma Joshi; Financial arrangements and phasing: Gandhian approach to education and its contemporary relevance, by O. Deenammal; Special priority; The socio-economic conditions of teachers, by Shamsuddin; Universalisation of elementary education; Literacy statistics at a glance; Basic education instils human values, by Virendra Agarwala.

BUTT, HELEN. Literacy—the stone the builders rejected: a critique of the national adult education programme. *Social Action*, 28(4) Oct-Dec. 78, p.357-66.

This paper which critically examines the National Adult Education programme, stresses its new purposefulness and urgency as well as the social significance of literacy in the broader context of adult education, and its implications, for the motivation to become literate. There is a penetrating analysis of the reasons for the failure of previous literacy and even national literacy programmes. The author suggests how literacy should be placed in its proper relation to the total education programme so that a fundamental change is introduced in adult education, making it a medium of learning, self-expression and action. The final section of this paper discusses the role of voluntary associations and the government in the implementation of the programme—*Reproduced*.

GHOSE, A.M. Adult education: only a movement will work. *Statesman*, 13 Dec. 78, p.8.

SEN, MANKUMAR. New adult education programme: has home work been done? *Capital*, 181(4538) 23 Nov. 78, p.1564-5.

#### AGRICULTURAL CREDIT

SAMANTA, R.K. and G.L. RAY. Farmers' perception of the factors helping or hindering timely repayment of agricultural credit from nationalised bank. *Rural Development Digest*, 1(3) July 78, p.204-9.

VON PISCHKE, J.D. When is small-holder credit necessary? *Development Digest*, 16(3) July 78, p.6-14.

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CHADHA, G.K. Farm size and productivity revisited: some notes from recent experience of Punjab. *Economic and Political Weekly*, 13(39) 30 Sept. 78, p.A87-98.

HOOJA, B. Modernization of agriculture : review article. *Administrative Change*, 5(1) July-Dec. 77, p.81-90.

KAMATA PRASAD and R.K. SAMPATH. Agricultural development in backward districts. *Yojana*, 22(22) 1 Dec. 78, p.27-33.

MANE, PRATAP V. Agricultural development in Ratnagiri. *Economic Times*, 9 Oct. 78, p.5.

SHANGARI, K.K. and D.P. GUPTA. Growth of agricultural output in Haryana, 1952-53 to 1974-75 : a time series analysis. *Economic and Political Weekly*, 13(39) 30 Sept. 78, p.A-84-6.

#### AGRICULTURAL EDUCATION

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YASUHIKO. YUIZE. Truth about Japanese agriculture. *Japan Quarterly*, 25(3) July-Sept. 78, p.264-97.

#### AGRICULTURE—ADMINISTRATION

RAGHAVULU, C.V. (Andhra Univ., Visakhapatnam). Administrative reform : a study of an intensive agricultural programme in India. *Journal of Administration Overseas*, 17(3) July 78, p.191-200.

Attempts to study administrative reform have been an off-shoot of the general concern with development and related phenomena. When the Intensive Agricultural Development Programme (IADP) was designed administrative reform was considered as an important means for increasing productivity and stimulating change. Most of the proposals for reform emanated from the Ford Foundation, the agency that sponsored the IADP. The paper presents a study of the decision-making processes relating to the adoption—or non-adoption—of the reform proposals. The study suggests that several of the reform proposals ran counter to the prevailing administrative doctrine and the perceptions of the key bureaucrats. With the result, only minimal changes in administration were permitted. Piecemeal reform attempts in some areas did not endure for long or get 'institutionalised' because they had to come to terms with the overwhelming power and resilience of the macro-level administrative culture. A few positive aspects of the programme operation are also noted. The programme operated with greater flexibility than the manuals would normally permit; this was largely due to the commitment and dynamism displayed by a few key administrators.—*Author*

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CHADHA, G.K. New agricultural technology, farm size and capital structure: a region-wise, analysis of Punjab experience. *Indian Journal of Regional Science*, 9(2) 77, p. 125-44.

DANTWALA, M.L. Future of institutional reform and technological change in Indian agricultural development. *Economic and Political Weekly*, 13(31-3) Aug. 78, (Special number) p.1299-1306.

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## ANDHRA PRADESH STATE ROAD TRANSPORT CORPORATION

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BHAUMIK, KIRIT. Towards Antyodaya

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RICHARDSON, OSCAR. The public client. *Administration*, 26(1) Spring 78, p.115-221.

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O DUILL, GREAGOIR. Founding the office : archival reform in the nineteenth century. *Administration*, 25(4) Winter 77, p.561-80.

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VANAIAK, A. Increasing racism in Britain. *Times of India*, 13 Dec. 78, p.8; 14 Dec. 78, p.8.

## ATOMIC POWER

FALK, RICHARD. Nuclear policy and world order: why denuclearization. *Alternatives*, 3(3) Mar.-78, p.321-50.

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#### AUSTRALIA—GOVERNMENT

GHOSH, S.C. Behind the fall of Mr. Whitlam: aims and attitudes of the Liberal-NCP opposition. Round Table, (270) April 78, p.147-55.

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*Contents*: The problem, by Rami Chhabra; The emergence and after, by V.A. Pai Panandikar; Restructuring the system, by J.C. Kavoori; Family Planning 1978, by Banoo J. Coyaji; Contraceptive technology, by K.N. Sharma; Politicians' role, by Ramlal Parikh; Further reading, a select and relevant bibliography compiled by the Family Planning Foundation.

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DESAI, HASMUKH. Bonus—a new dimension. *Economic Times*, 3 Nov.78, p.5.

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#### BUDGET—PROCEDURE

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*Contents* : ZBB in the federal government, some current impressions, by Richard E. Miller; Reflections on ZBB, a Congressional test and the executive mandate, by Lefford B. Fauntleroy, Jr.; FY 1979 ZBB formulation in the public health service, by Tony Itteilag; Zero-base budgeting and the management review process in the Department of Health, Education and Welfare, by Thomas W. De Hanas; Zero-base budgeting the initial experience in SBA, by Herbert T. Mills; ZBB and DoD, by John R. Quetsch; Zero-base budgeting, our first year, by Hans H. Driessnack; Fundamentals of budgeting and ZBB, by Jerome A. Tiles; Zero-base budgeting at the Department of Housing and Urban Development, changes in the process and changes in the product, by Bruce C. Conger; Zero-base budgeting in action, by Emerson Markham; ZBB : not a panacea but a definite plus, an OMB perspective, by Nanette M. Blandin and Arnold E. Donahue; What top managers ought to know about ZBB, by Ralph C. Bledsoe; The federal budgeting context of ZBB, by Chester A. Newland; A design for evaluating the federal government's experience with ZBB, by Anne M. De Beer; ZBB revisited, reflections and potential obstacles, by Walter D. Broadnax.

## BUREAUCRACY

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tors : a rational choice perspective on the growth of bureaucracy. *Journal of Public Economics*, 9(2) Apr. 78, p.239-54.

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Victor Thompson and James Q. Wilson both provide frameworks in which the term 'innovation' can be viewed from an operational angle. Thompson's definition combines the three most crucial aspects of any innovative process, *i.e.*, generation of an idea, its acceptance and its implementation. Wilson being more concerned about the end product of an innovative process, *i.e.*, the effect of innovation on organizational tasks.

It is assumed that bureaucratic organizations discourage actively or passively any introduction of innovation. The conditions under which a bureaucratic organization functions are alien and incompatible to an innovative organization. Still, innovations can be introduced in a bureaucratic organization. But for that to happen structural flexibility, tolerance of a reasonable autonomy for members of the organization and protection and cultivation of an "innovational enclaves" are a few structural pre-requisites. It is believed that other things being equal, the less bureaucratic an organization and greater the existence of conflict and uncertainty, greater would be innovation within an organization—*Author*.

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PATIL, V.T. Collective responsibility of the cabinet. Modern Review, 143(5) Nov. 77, p.277-80.

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### CAPITALISM

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### CHINA—POLITICS

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*Contents* : Recommendations of the symposium on second development plan for Delhi : problems and prospects, August, 1977; Delhi development in retrospect thoughts on the second master plan, by Sayed S. Shafi; Infrastructure and organizational framework for Delhi and N.C.R., by H.U. Bijlani; On the implementation of the Delhi master plan by B.G. Fernandes; The DDA and plan administration, by Deva Raj; The second master plan for Delhi—a synthesis, by M.C.K. Swamy; papers on second development plan for Delhi problems and prospects.

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**LOEWENSTEIN, LOUIS K.** The New York State Urban Development Corporation—a forgotten failure or a precursor of the future? Journal of the American Institute of Planners, 44(3) July 78, p.261-73.

#### CITY PLANNING—CITIZENS PARTICIPATION

**VAUZELLES-BARBIER, DOROTHEE.** Public participation in the rehabilitation of urban centres. International Social Science Journal, 30(3)78, p.536-59.

#### CIVIL LIBERTIES

**FRANCIS, RICHARD.** Human rights : a broadcaster's view. Vidura, 15(5) Oct. 78, p. 257-63, 267.

**GOLDFARB, JEFFREY C.** Social bases of independent public expression in Communist societies. American Journal of Sociology, 83(4) Jan. 78, p.920-39.

**LOBO PRABHU, LOUELLA.** Fundamental rights and duties—their general theory and evolution : their position in India before and after the constitutional amendments. Journal of Constitutional and Parliamentary Studies, 11(1) Jan-Mar. 77, p.75-82.

**PARANJAPE, N.V.** Right to property in India. Journal of Constitutional and Parliamentary Studies, 10(4) Oct.-Dec. 76, p.389-409.

#### CIVIL RIGHTS (INTERNATIONAL LAW)

**AJAMI, FOUAD.** Human rights and world order politics. Alternatives, 3(3) Mar. 78, p.351-83.

#### CIVIL SERVICE

**THE ADMINISTRATOR**, a symposium on the need for basic reform in a crucial area. Seminar, (230) Oct. 78, p.10-50. (Entire issue).

*Contents*: The problem; Anatomy of mal-administration, by B.B. Vohra; The seven steps, by V. Subramanian; The man in the middle, by Anil Bhatt; As a woman, by Shashi Misra; Rot at the grass-roots, by K.F. Rustamji; Time for new norms, by L.K. Jha; Further reading, a select and relevant bibliography compiled by L.S. Chitnis.

Indian community is not getting its money's worth from its bureaucracy. The reasons behind this, according to B.B. Vohra, the character of the Indian people themselves and the inherent contradictions between good administration and the political system. As the political system is heavily dependent on unearned money

for its working, it cannot coexist with an honest and efficient administration. The politicians have succeeded in reducing good administrators to impotence, which was amply demonstrated during Emergency. Good administration is possible only when there is strong enough demand for it.

V. Subramanian has suggested seven steps for the reform or reorientation of administration. Our objectives need radical restructuring according a total priority to basic requirements—food, shelter and clothing. The curse of poverty can be removed by designing programmes providing employment to the vast mass of unemployed population. The educational, health and environmental services should be completely overhauled. Other steps are delegation of more government at several levels including the lowest, training and orientation of politicians and administrators, insulation of politics and administration from each other, and developing inspiration in administrators to take on aggressive and positive role.

After independence the district, a basic unit of administration, has witnessed a rise in the number and power of developmental and technical administrators and also of rural political elite, says Anit Bhatt. The complete politicization of the local level government and the dichotomy between executive and deliberative functions have created several problems for the district administrator. It is difficult for him to get along with the politicians who make constant demands of various types. He gets all the blame when conflict arise in resisting the political pressures. Bhatt thinks that the primary responsibility for failure of rural development rests on the shoulders of political leaders.

Shashi Misra's papers which deals the problems encountered by a woman entrant to the Indian Administrative Service was originally published in January 1978 issue

of *The Public Administrator*. (Covered in our Jan.-Mar. 1978 issue).

Despite independence our approach in dealing with crime and criminals has not changed. Self-seekers have ruined the police integrity and the SHO, the politician and the goonda have formed a vicious triangle, says K.F. Rustamji. The police stations and lock-ups are in bad shape and the condition of under-trials is miserable. Reforms are required not only in the police but whole of the legal system.

In the beginning the administrator should be tried in different assignments to discover the field suitable to his aptitude and then should be trained for higher responsibilities in that field, asserts L.K. Jha. The need for such specialisation is increasing. The drawbacks in setting up specialised services are pointed out. The author has also dealt with measures to improve the quality and calibre of administrators, their intensive desire for posting in Delhi and the relationship between the civil servant and his political masters.

BHATNAGAR, ARUN. Indians in the I.C.S. *Times of India*, 1 Oct. 78, p.8.

GAFFNEY, SEAMUS. Public service management development. *Administration*, 25(4) Winter 77, p.465-72.

GRANT, N.B. Shah Commission and committed government servant. *Mainstream*, 17(8) 21 Oct. 78, p.21-2.

Shah Commission's report has brought to a focus the kind of commitment that is expected from any Government servant in the normal conduct of his duty. Mrs. Indira Gandhi wanted that the public service should be "deeply involved, deeply committed". Her views raised the controversy that the Government desired to politicise all its services. The author has compared the commitment of civil

servants and defence personnel between the communist and capitalist countries. The author has divided the civil servants into six categories depending upon the degree of commitment and has concluded that in a multi-party democracy, "neutrals" should still be preferable, though other things being equal, "sympathisers" would do better.

HEBLE, MADHUKAR S. Recruitment to the civil services, implications of the Kothari report. *Times of India*, 29 Oct. 78, p.8.

The recommendations of the Committee, appointed by U.P.S.C. in February 1974 under the chairmanship of Shri D.S. Kothari, to revamp the recruitment policy and selection methods in the civil service are still under active consideration. Its main recommendations are regarding preliminary examination; main examination; a foundation course at the Lal Bahadur Shastri Academy of Administration, Mussoorie; introduction of regional language besides English and Hindi in the examination; and a common written test and interview for all examinations. But the Committee has not, however, considered grant of concessions, such as higher age limits, reduced fees and reserved vacancies for scheduled caste or tribe candidates and the introduction of technical and medical qualifications in the syllabus of the examinations. Its suggestion regarding common foundation course is too lengthy and cannot replace the specialised training each service demands.

HOOJA, G.B.K. Kothari report—selection and training of civil servants. *Indian Express*, 24 Nov. 78, p.6.

The author critically examines the various recommendations of the Kothari Committee's report on selection and training of civil servants. He suggests that instead of having compulsory paper

in one Indian language, there should be compulsory papers in two Indian languages—one from the North and the other from the South or the East, that the age limit should not be restricted to 26, and the charge of a district should not be held by too young an officer.

HOWARD, LAWRENCE C. Civil service reform : a minority and woman's perspective. *Public Administration Review*, 38(4) July-Aug. 78, p.305-9.

RAI, HARIDWAR, SAKENDRA Pd. SINGH (Bhagalpur Univ., Bhagalpur) and M.K. GOUR (I.I.P.A., New Delhi). Neutrality vs. commitment; a futile debate. *Indian Journal of Political Science*, 39(2) Apr.-June 78, p.171-87.

Since independence functions of Government of India have changed tremendously and its main concern is all round socio-economic development of the country. The question arises whether the civil service in India is capable of introducing revolutionary changes. But in India civil servants regard themselves as belonging to a privileged class and are stumbling block in implementing socio-economic programmes. A public servant should be committed to the service of a state which means that bureaucracy should believe in the Preamble of the Constitution, Fundamental Rights and Directive Principles of State Policy. As the civil servants come very much into the picture at the policy formulation, its implementation and execution levels, they should be loyal to the policy of the ruling party. The mutual loyalty that develops between a minister and his senior civil servants should not depend on identity of political views. If the Minister advises against the public interest, it is the right of civil servant to record his dissent. The problem is how to secure a committed bureaucracy. The authors suggest that attitude of a bureaucrat must be taken into account when he is posted to a job requiring special orientation

and care. Two kinds of other 'structural additions' have also been suggested. One is to appoint experts and the second addition may be on the lines of French 'ministerial cabinet'.

RAY, SHYAMAL KUMAR. The administration: legacy and the task ahead. *Statesman*, 24 Nov. 78, p.8.

The composition, structure, organization, recruitment, training methods and even the behaviour pattern of the I.A.S. is the legacy of the British colonial system. Since independence, our bureaucracy which is mainly of urban upper middle class background, coupled with a generalist tradition, breeds a sense of superiority and stands in the way of integration of administration with the mainstream of the national life. In view of the new tasks of the Government, it is urgently required that the present recruitment system should be replaced by making it broad based, the contents of the theoretical examinations should be recast, and the minimum qualifications lowered to the school-leaving certificate and the training course at the National Academy of Administration should be restructured to place greater emphasis on district administration and rural problems. The entire structure of the development administration should be suitably adjusted, keeping in view the French pattern, to meet the new challenges of socio-economic development.

ROSEN, BERNARD. Merit and the President's plan for changing the civil service system. *Public Administration Review*, 38(4) July-Aug. 78, p.301-4.

ROSENBLOOM, DAVID H. and PETER N. GRABOSKY. Racial and ethnic competition for federal service positions. *Midwest Review of Public Administration*, 11(4) Dec. 77, p.281-90.

SINHA, RAMASHRAYA. (Rajendra College, Chapra.) IAS: tasks of socio-

economic change. *Mainstream*, 17(13) 25 Nov. 78, p.25-7.

The "exotic elite" character of I.A.S. needs to undergo a change to make it responsive to the challenges of a developing society and turn the service into an instrument of social and economic change. Unlike in India, the bureaucracies in Western democracies have undergone a qualitative change in their behaviour and norms. The Government is likely to implement the recommendations of Kothari Committee regarding training recruitment and the introduction of regional languages besides English and Hindi for conducting the examinations. These recommendations, if implemented, may not bring the required results. Fundamental changes in the recruitment and training policies are required to make the services commensurate with the development ethos of our society.

SRIVASTAVA, G.P. (S.V. College, Aligarh) All-India services and the ARC. *Review of Public & International Affairs*, 2, 78, p.11-20.

The tone of thinking of the Administrative Reforms Commission on Personnel Administrative was set by the Conference on Personnel Administration held at the Indian Institute of Public Administration, New Delhi in 1968 which in turn was influenced by the Report of the Fulton Committee on the British Civil Service. The Administrative Reforms Commission tried to end the pre-eminent position of the Indian Administrative Service and limit its scope to a narrow functional field. Moreover, it recommended that the non-functional posts at the level of Deputy-Secretary or equivalent at the Central Headquarters should be demarcated into eight specialisms and selection to them should be made from all class I officers. It conveniently ignored the fact that rotation and tenure system are the linchpin

of the system of All India Services. But rotation would not be possible if the IAS is confined to a narrow functional field which mainly relates to the domain of the States. And an implication of this would be that a majority of them would remain in the States which is bound to be represented by the latter. It may even mean the reopening of the question of the existence of All India Services—*Author*

THAYER, FREDERICK C. The President's management "reforms": theory triumphant. *Public Administration Review*, 38 (4) July-Aug. 78, p.309-14.

VERMA, S.L. Bureaucratic culture of higher Civil Service in India. *Indian Journal of Political Science*, 39(2) Apr.-June 78, p.188-201.

#### COLLECTIVE BARGAINING

CORDOVA, EFREN. A comparative view of collective bargaining in industrialised Countries. *International Labour Review*, 117(4) July-Aug. 78, p.423-39.

GABRIEL, YIANNIS. Collective bargaining: a critique of the Oxford School. *Political Quarterly*, 49(3) July-Sept. 78, p.334-48.

REDDY, Y.R.K. Determination of collective bargaining agency: search for a procedure. *Indian Journal of Industrial Relations*, 14(1) July 78, p.73-85.

#### COMMONWEALTH OF NATIONS

WIGHT, MARTIN. Is the Commonwealth non-Hobbesian institution? *Journal of Commonwealth & Comparative Politics*, 16(2) July 78, p.119-33.

#### COMMUNICATION IN MANAGEMENT

CROSS, GARY P. How to overcome defensive communications. *Personnel Journal*, 57(8) Aug. 78, p.441-3, 456.

VERMA, R.B.S. Industrial communication: how difficult for supervisor? *Lok Udyog*, 12(6) Sept. 78, p.31-4.

#### COMMUNITY DEVELOPMENT

DAWSON, A. (U.N./FAO). Suggestions for an approach to rural development by foreign aid programmes. *International Labour Review*, 117(4) July-Aug. 78, p.391-404.

Drawing mainly on his own extensive experience with rural development programmes, the author highlights some of the less obvious problems they encounter and proposes a number of practical measures for ensuring that foreign aid really does help the rural poor. He emphasises, *inter alia*, the importance of understanding and responding to local needs, of encouraging risk-taking and innovation, of drawing on local knowledge and participation, of pursuing the right kind of integrated approach, of preparing, controlling and staffing the aid programme efficiently and of monitoring and evaluating its performance. Numerous pitfalls are pointed out and suggestions made for their avoidance. —*Reproduced*.

GURUSAMY, M.P. Planning of the village, for the village and by the village. *Khadi Gramodyog*, 24(12) Sept. 78, p.597-601.

JAIN, B.K.S. Rural development: scope of work for voluntary agencies. *Economic Times*, 20 Dec. 78, p.5.

JOSEPH, S.C. A strategy to eradicate rural poverty. *Yojana*, 12(19) 16 Oct. 78, p.20-7.

KOSH Y, V.C. (National Council of Applied Economic Research, New Delhi). Rural development, land reforms and the sixth plan. *Margin*, 11(1) Oct. 78, p.45-59.



The problems of poverty, inequality and backwardness are still the big challenge for planned development in India. The benefits of planning over the last three decades have by passed about 300 million people. The fruits of development have invariably been pocketed by the rich. Therefore, any programme for upliftment of the rural poor has to take into account two major impediments, *viz.*, the strong position of the rural rich vis-a-vis the weak existence of the poor. The success of such measures would, thus, depend upon the extent to which the organised pressure of the beneficiaries counteracts the weaknesses of the administration and the opposition of vested interests.

A comprehensive rural development programme drawn up exclusively for the rural poor based on a malady-remedy approach which is fully backed up by their organisational strength alone can ensure the benefits reaching the poor. Along with it, the legislative measures for land reforms, giving minimum wages to labourers, removing indebtedness and abolition of bonded labour will have to be effectively implemented.—*Author*.

MCDOWELL, GEORGE R. An analytical framework for extension community development programming in local government. *American Journal of Agricultural Economics*, 60(3) Aug. 78, p.416-24.

MAJUMDAR, SARA LAHIRI. Rural development: issues and tasks. *Business Standard*, 15 Nov. 78, p.5.

MUKHOPADHYAY, BIBHAS K. Micro-level planning. *Yojana*, 22(21) 16 Nov. 78, p.23-4.

NAKKIRAN, S. Integrated rural development and cooperatives. *Khadi Gramodyog*, 24(12) Sept. 78, p.594-6.

PRASAD, C.S. (Adityapur Industrial Development Authority). Role of community development programme in rural reconstruction. *Yojana*, 22(22) 1 Dec. 78, p.7-9.

Gram Panchayats and the cooperative societies were designed to reinforce and supplement each other and to create institutions in the rural areas. They provide an opportunity for self expression, mobilise public support and local resources. Today these institutions have lost most of its impetus. These institutes have to be radically reorganised for bringing about the desired improvement. The concept of having construction work involving communal collaboration in any shape through a contractual agency should be discontinued immediately. Active participation of dedicated workers will achieve better results than in the past.—*Reproduced*.

RELE, SUBHASH J. Rural development strategy: need for clearcut aims. *Capital*, 181(4532) 28 Sept. 78, p.1360-1.

There has been a lot of talk on rural development and many schemes have also been prepared by official and non-official agencies. But mere preparation of schemes is not enough unless these are translated into action for sustained growth and lasting results.—*Reproduced*.

SASTRY, K.K. Gramodaya project brings new hope to farmers in Gonda. *Times of India*, 18 Dec. 78, p.7.

SAU, RANJIT. Growth, employment and removal of poverty. *Economic and Political Weekly*, 13(13-3) Aug. 78 (Special number), p.1279-84.

SETHI, HARSH. Alternative development strategies: a look at some micro experiments. *Economic and Political Weekly*, 13(31-3) Aug. 78 (Special number) p.1307-16.

SINGH, P.N. Role of corporate sector in rural development. *Integrated Management*, 13(10) Oct. 78, p.34-8.

SIVASAILAM, A. Village adoption: an experience in Padur. *Indian Management*, 17(10) Oct. 78, p.27-9.

THAKUR, SHRINIVAS Y. Dichotomous approach in planning misleading. *Economic Times*, 2 Nov. 78, p.5.

VERMA, G.L. Development of weaker sections: an evaluation of the activities of a voluntary agency in Bhongir Taluk, Nalgonda District, Andhra Pradesh. *Rural Development Digest*, 1(3) July 78, p.210-15.

VILLAGE studies. Madras Development Seminar Series Bulletin, 8(12) Dec. 78, p.535-91.

*Contents* : Gandhian approach to rural development, by V.N. Deshpande; Gandhian approach to village studies, by V.N. Deshpande; Approaches to rural development, by K. Mathew Kurian; Biplob Dasgupta's study of a typology of village socio-economic systems—a comment, by B. Sarveswara Rao; Typology of villages, a few glimpses from anthropological studies, by N. Subba Reddy.

WULF, RAINER. On the concept of "integrated" rural development. *Economics*, 17, p.63-80.

#### COMMUNITY DEVELOPMENT— ADMINISTRATION

✓ PURANIK, S.N. (Tuljaram Chatur Chand College, Baramati). The villagers' perception of the administrative system: an empirical analysis. *Administrative Change*, 5(1) July-Dec. 77, p. 12-25.

This empirical study, based on the data collected from 100 villagers of the village Panadare in Pune district, analyses the views of the villagers about administrative performance and behaviour before and after 1947. Effects of faction-phenomenon in the village on administrative behaviour and also on popular perception of administration have been discussed. The author found that the post-1947 'development administration' succeeded in improving its own image in the minds of the villagers. Although the traditionally dominant higher caste is the main loser, at least in respect of its social status, due to politico-administrative developments after 1947, the distance between villagers in general and the administration has considerably reduced for the benefit of the villagers at large. The overall socio-economic-political milieu (faction phenomenon, in case of the village under study) affected the tone of administrative behaviour and also the popular perception of administration—*Author*.

#### COMMUNITY DEVELOPMENT— PLANNING

SHARMA, P.S. (Planning Commission, New Delhi). An operational approach to agriculture and rural development in the draft five year plan, 1978-83. *Margin*, 11(1) Oct. 78, p.24-30.

The Draft Sixth Five Year Plan has recognised that the output of various agricultural crops and agro-based industries should grow rapidly with the help of inputs like credit to weaker sections, irrigation, marketing, storage and distribution, etc. Programme of land redistribution has been emphasised. Various schemes like Small Farmer Development Agencies, Drought Prone Area Programmes, Command Area Development Agencies, etc., have been recognised to achieve social justice to rural poor. The minimum needs programmes will provide elementary

and adult education to the target groups. Construction of roads, provision of drinking water and medical facilities, etc., in rural areas will reduce regional imbalances. The employment generation opportunities in the various sectors specially in agriculture through crop intensification, irrigation, forestry and fisheries, etc., will help in raising the standard of living in rural areas. As regards employment policy the Draft has recognised three points—higher growth rate of output, labour intensive pattern of production, and regulation of technical change. The author refers to several exercises made by the Planning Commission for projecting growth in Gross Crop Area and its allocation among crops. In this connection he mentions the Area Allocation Model, Yield Model and Input and Output Model. What is unique about the Draft Plan, says the author, is that the Draft lays stress on integration of economic activities in an area so that agricultural activities are dovetailed into other non-agricultural activities like rural industries, skill formation of various sections of population. The acceptance of the concept of integrated area approach in a way implies the emphasis shift from sectoral planning to comprehensive area planning and regional/sub-regional planning. The Draft Plan indicates a pattern of production planning which tends to abolish poverty by the early nineties.

#### COMMUNITY LIFE, RURAL

BOSE, PRADIP KUMAR. Family structure and classes in four villages. *Man in India*, 58(2) Apr.-June 78, p.151-70.

#### COMPUTERS

PERRY, JAMES L. and KENNETH L. KRAEMER. Innovation attributes, policy intervention, and the diffusion of computer applications among local governments. *Policy Sciences*, 9(2) Apr. 78, p.179-205.

#### CONSTITUTIONAL LAW

ANIRUDH PRASAD. A critique of the principle of parliamentary supremacy: a study in Indian constitutional perspective. *Journal of Constitutional and Parliamentary Studies*, 11(1) Jan.-Mar. 77, p.111-31.

—A study of the principle of 'aid and advice' in Indian constitutional perspective. *Journal of Constitutional and Parliamentary Studies*, 10(3) July-Sept. 76, p.272-95.

ARCHER, J.R. Northern Ireland: constitutional proposals and the problem of identity. *Review of Politics*, 40(2) Apr. 78, p.255-70.

GUBBANNAVAR, S.Y. Constitutional change in Sri Lanka. *Modern Review*, 143(5) Nov. 77, p.292-4.

KRISHNA IYER, V.R. New Soviet construction and human rights. *Mainstream*, 12(17) 18 Nov. 78, p.20-23.

MISHRA, S.N. Some reflections on the nature of the Indian constitution. *Journal of Constitutional and Parliamentary Studies*, 11(3) July-Sept. 77, p.37-49.

RAPHAEL, R. Constitution, parliament and the people. *Journal of Constitutional and Parliamentary Studies*, 10(4) Oct.-Dec. 76, p.418-38.

SARKAR, R.C.S. Some aspects of constitutional reforms: judicial review and directive principles. *Journal of Constitutional and Parliamentary Studies*, 10(4) Oct.-Dec. 76, p.351-64.

SHELL, DONALD and PETER BROMHEAD. The British constitution in 1977. *Parliamentary Affairs*, 31(2) Spring 78, p.125-39.

## CONSTITUTIONS—AMENDMENTS

GIRI, V.V. Case for a partial change of constitution. *Hindu*, 11 Nov. 78, p.8.

GOSWAMI, DINESH CHANDER. The recent statute changes and Pandit Jawaharlal Nehru. *Journal of Constitutional and Parliamentary Studies*, 11(3) July-Sept. 77, p.50-7.

JAIN, D.C. Forty-second amendment as culmination of the socio-economic aspirations of the people: an evaluation. *Journal of Constitutional and Parliamentary Studies*, 11(2) Apr.-June 77, p.1-23.

JAIN, P.C. The forty-second amendment and the basic structure of the constitution. *Journal of Constitutional and Parliamentary Studies*, 11(2) Apr.-June 77, p.24-9.

## CONSULTANTS

LIPSHITZ, RAANAN and JOHN J. SHERWOOD. The effectiveness of third-party process consultation as a function of the consultant's prestige and style of intervention. *Applied Behavioral Science*, 14(4) Oct.-Dec. 78, p.493-509.

TAKANAKA, AKIRA. Problems of management consultancy development in developing countries: an overview. *Productivity*, 19(3) Oct.-Dec. 78, p.281-93.

## CONSUMER PROTECTION

PYLEE, M.V. The consumer: his rights and how to protect them? *Indian Manager*, 9(2) Apr.-June 78, p.157-65.

## COOPERATIVE SOCIETIES

MUNKNER, HANS-H. The formation of integrated systems of co-operative societies.

*Review of International Co-operation*, 71(2) 78, p.106-12.

RAHMAN, MAHFOOZUR and MOHAMMAD IMRAN SIDDIQUE. Principles of co-operation analysed, (ii) principles of economy or efficiency. *Economic Times*, 30 Oct. 78, p.5; 31 Oct. 78, p.5.

## CORPORATION LAW

BERARWALLA, F.L. Substantial expansion and Sachar Panel. *Business Standard*, 7 Nov. 78, p.5; 8 Nov. 78, p.5.

KOTHARI, AMITAV. The Sachar committee suggests more disclosures by companies. *Capital*, 181(4534) 26 Oct. 78, p.1424-6.

The Sachar Committee has recommended that more pertinent facts about corporate information should be disclosed in the directors' report and accounts. This would help the shareholders to examine more closely the affairs of the company and would also inspire confidence among the public about private enterprise which help in improving the corporate image.—*Reproduced.*

KOTHARI, AMITAV. Sachar panel on share-holders' protection. *Economic Times*, 26 Dec. 78, p.5.

KOTHARI, D.M. Sachar panel on small companies. *Economic Times*, 9 Nov. 78, p.5.

PANDEY, T.N. Sachar panel on MRTTP Act—a critical analysis. *Economic Times*, 9 Dec. 78, p.5; 11 Dec. 78, p.5; 12 Dec. 78, p.5.

SURYANARAYAN, R. Sachar panel recommendations; new concept of

regulating emoluments. *Economic Times*, 13 Dec. 78, p.7.

THACKER, JASHWANT P. Sachar panel and political donations. *Economic Times*, 2 Nov.78, p.5.

THATHACHARY, V.G.K. Sachar panel report on MRTP Act. *Economic Times*, 3 Dec.78, p.9.

VAKIL, C.N. The Sachar Committee report: an example of a half-way house. *Capital*, 181(4538) 23 Nov.78, p.1566-7.

## CORPORATIONS

RANGACHARI, K. Corporate sector: the performance so far. *Statesman*, 29 Dec.78, p.8.

## CORPORATIONS—FINANCE

BHOLE, L.M. An empirical study of liquidity preference of corporate sector in India, 1951-1974. *Indian Journal of Economics*, 58(231) Apr. 78, p.453-70.

## CORPORATIONS—PLANNING

PADHYE, A.G. Corporate planning: perspective and problems. *Productivity*, 19(2) July-Sep.78, p.175-8.

## CORPORATIONS—REPORTS

SINGH, D.R. and S.K. BHARGAVA. Quality of disclosure in the public sector enterprises. *Vikalpa*, 3(4)Oct.78, p.257-64.

## CORPORATIONS—TAXATION

CORPORATE taxation in India. *Management Review*, 5(3)78, p.2-19.

*Contents:* Corporate taxation in India: need for greater clarity of purpose, by B.S. Sharma; Corporate tax reform—some views and comments, by S. Bhoothalingam; Corporate tax management and the economist, by V.D. Lal; A case for 'indexing' personal income tax, by R.S. Nigam and M.M. Sury; Tax incentives and entrepreneurial development, by S.K. Verma.

SATYANARAYANA RAO, B. Corporate income tax and corporate debt policy. *Indian Manager*, 9(2) Apr-June 78, p.166-79.

SHOME, PARTHASARATHI. The incidence of the corporation tax in India; a general equilibrium analysis. *Oxford Economic papers*, 30(1) March 78, p.64-73.

## CORRUPTION

KHANNA, K.K. Administrative theory of bureaucratic corruption. *Economic Times*, 27 Nov. 78, p.5; 28 Nov.78, p.5.

Corruption, which has been regarded as social evil, eats into the roots of the administrative system, making it vulnerable to innumerable other ills. The author has dealt with various forms of corruption which are prevailing not only from private hands to public officials but also by public employees to public employees and in the big private organisations. The main causes of corruption are the administrative delays, inadequate salaries and the controls and regulations of national economy. The corruption can be eradicated from the public bureaucracy, if the example is set up by the "higher ups" and public figures, including the political executives. Some of the other suggestions are: deterrent punishment to corrupt officials; prompt decision making and quick implementation of the decision; controls and regulations should not exceed the capability of

bureaucracy; and conducting of training courses of administrative philosophy for bureaucrats in general and top level bureaucrats in particular, etc.

SINGH, BISHWANATH. Corruption: causes and remedies. Review of Public and International Affairs, 2,78, p.51-80.

### CORRUPTION, POLITICAL

BHATTACHARJEA, AJIT. Elections and corruption. Indian Express, 2 Dec.78, p.6.

### COURTS

SAHAY, S. Significance of Special Courts. Statesman, 14 Dec.78, p.8.

### CREDIT

PAI PANANDIKAR, D.H. More money, less credit. Hindustan Times, 5 Dec.78, p.7.

### CRIME

BOLAND, BARBARA and JAMES O. WILSON. Age, crime and punishment. Public Interest, (51) Spring 78, p.22-34.

### CRIMINAL LAW

ROGERS, TOMMY W. Social science influence and its interrelationship with the criminal justice system: law and institutional practice. Journal of Constitutional and Parliamentary Studies, 11(1) Jan.-Mar.77, p.50-74.

### DEBTS, PUBLIC

COATS, WARREN I., JR. and DEENA R. KHATKHATE. Money supply implications of commercial banks' financing of government debt in developing countries. Oxford Bulletin of Economics and Statistics, 40(2) May 78, p.173-93.

DRAZEN, ALLAN. Government debt, human capital, and bequests in a life-cycle model. Journal of Political Economy, 86(3) June 78, p.505-16.

### DECISION MAKING

HY, RONALD J. and WALTER M. MATHEWS. Decision making practices of public service administrators. Public Personnel Management, 7(3) May-June 78, p.148-54.

This exploratory examination is designed to see how practicing educational and public administrators deal with a routine, workday problem. The data indicate that: (1) most public service administrators do not use systematic procedure to alleviate or solve a routine problem, and (2) both educational and public administrators address a problem in similar ways, though some differences do exist. The authors conclude that more rational choices can be made if public service administrators would employ systematic decision making procedures when addressing routine problems—*Reproduced*.

PINTO, BRIAN. Decision making and rationality in relation to life choices and needs. Administrative Change, 5(1) July-Dec. 77, p.49-53.

WILKS, D.W. An introduction to decision making. Management Services, 22(7) July 78, p.54-5.

### DEFICIT FINANCING

RAY, S.K. Deficit financing for development. Business Standard, 20 Nov. 78, p.5; 21 Nov. 78. p.5.

### DEMOCRACY

DAHL, ROBERT A. On removing certain impediments to democracy in the United

States. *Political Science Quarterly*, 92(1) Spring 77, p.1-20.

MAY, JOHN D. Defining democracy : a bid for coherence and consensus. *Political Studies*, 26(1) Mar. 78, p.1-14.

MAYALL, JAMES. Threats to democracy : reflections on the first Indo-British exchange. Round Table, (270) April 78, p.112-19.

NARAYANA RAO, V.S. Reflections of democracy. *Public Affairs*, 21(12) Dec. 78, p.194-202.

PEARSON, WILLIAM M. State executives' attitudes toward a democratic ideology. *Midwest Review of Public Administration*, 11(4) Dec. 77, p.270-80.

SEN-VERMA, S.P. Citizen's choice and expectations. *Mainstream*, 17(15) 9 Dec. 78, p.12-14, 34.

SPITZ, DAVID. Transitional societies and democracy. *Indian Express*, 25 Dec. 78, p.6.

THORBURN, H.G. Canadian pluralist democracy in crisis. *Canadian Journal of Political Science*, 11(4) Dec. 78, p.723-38.

#### DEPOSIT INSURANCE CORPORATION OF INDIA

VINCENT, K.J. Deposit Insurance Corporation: a review. *Economic Times*, 7 Dec. 78, p.5.

#### DEVELOPMENT ADMINISTRATION

PANDEY, G. (South Gujarat Univ., Surat). Development administration: a multi-disciplinary concept. *Administrative Change*, 5(1) July-Dec. 77, p.61-6.

Like development the term development administration also suffers from ambiguity. Over and above the vagueness surrounding its meaning, it also suffers from a confusion of purpose. It is still not clear whether it is a concept to be applied to public administration or one of the areas of public administration. Moreover, there are concepts like Administrative Development and Administrative Reform which need to be understood in light of and in relation to the broader concept of development administration.

The paper attempts to show that :

1. a very narrow, and that too 'area', view of development administration is taken;
2. clear out distinctions between concept of administrative development and administrative reform are not made;
3. development administration as a concept is not applied to the non-developmental functions of the government. In the end it suggests that to understand the concept of development administration a multi-disciplinary approach is needed and recommends that between the concepts of administrative development and administrative reform, the latter should be preferred because it is a much wider concept taking in its fold not only administrative growth but larger social reform.—*Author*.

#### DIPLOMATIC AND CONSULAR SERVICE

WALLACE, WILLIAM. After Berrill: Whitehall and the management of British diplomacy. *International Affairs*, 54(2) Apr. 78, p.220-39.

## DRAINAGE—ADMINISTRATION

RICHARDSON, J.J., A.G. JORDAN and R.H. KIMBER. Lobbying, administrative reform and policy styles, the case of land drainage. *Political Studies*, 26(1) Mar. 78, p.47-64.

## DROUGHT

DAS, V. MUKUNDA. Management of drought prone area programme: case study of Jhasua district, M.P. *Economic Times*, 12 Oct. 78, p.5.

NADKARNI, M.V. and P.K. GHOSH. Instability in rainfall and agricultural yields in a drought-district (Tumkur). *Indian Journal of Agricultural Economics*, 23(2) Apr.-June 78, p.31-46.

## DUTY

SEN-VERMA, S.P. Metaphysical foundation of the concept of duty. *Journal of Constitutional and Parliamentary Studies*, 10(4) Oct.-Dec. 76, p.365-88.

## ECONOMIC ASSISTANCE

MUKHOPADHYAY, ASIM. The economy: millstone of foreign aid. *Economic and Political Weekly*, 13(43 and 44) 28 Oct. 78, p.1797-9.

OLALOKU, F. AKIN. A new dimension in international development assistance: the role of the Organisation of Petroleum Exporting Countries (OPEC). *Artha Vijnana*, 20(3) Sept. 78, p.288-305.

SARBADHIKARI, P. and CHRIS A. JECCHINIS. The nature of Canadian international development aid. *International Studies*, 17(2) Apr.-June 78, p.347-54.

UPADHYAYA, K.K. Unequal partnership in trade, aid and foreign investments: the case of India. *Indian Journal of Economics*, 58(231) Apr. 78, p.471-9.

## ECONOMIC DEVELOPMENT

BERBEROGLU, BERCH. The meaning of underdevelopment: a critique of mainstream theories of development and underdevelopment. *International Studies*, 17(1) Jan.-Mar. 78, p.51-74.

BHATIA, B.M. China's economy. *Statesman*, 26 Oct. 78, p.8; 27 Oct. 78, p.8.

CHAATRAPATI, U.M. Development planning and systems approach. *Business Standard*, 25 Nov. 78, p.5.

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India. Both the reports emphasis that in today's conditions the generalists are relevant only to some of the important functions of society. Scientists, engineers, doctors and other specialists, who are engaged in various nation-building activities, are equally important for our society. And hence the demand for parity in pay and status between the generalists and the specialists.—*Author*.

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#### PERSONNEL, PUBLIC

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Examines the various steps of an Organization Development effort which should be undertaken in public personnel management. The emphasis is on the

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The Union Government's decision allowing Indian languages to be used for writing UPSC all-India examinations is based on reasons: (i) access to the highest levels of the bureaucracy cannot forever depend on the mastery of English; (ii) decision to this effect was taken in 1968 when a resolution was passed by the Parliament; (iii) to make the bureaucracy more responsive to the people; (iv) to give wide representation in the civil service. The author has discussed all the above mentioned points and has concluded that there is every possibility that the all-India character of the Central services will be irreparably destroyed and the Central administration may be closely tied to the apronstrings of the states. Thus the danger has been enhanced by Government's decision because it strikes at the very heart of one of the country's most vital unifying structure.

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The Central government employees' disputes on the issue of DA has been referred for arbitration. In the absence of right to strike by the government servants, arbitration is the most suitable alternative for the ventilation of their grievances. Railwaymen and industrial workers should also get the bonus. The public servants should get emoluments which are similarly obtained by workers doing the same job in the private sector. Every effort should be made to expedite the disposal of disputes. The author welcomes the siemen settlement but does not agree with the term that the workers are free to join new union without recognition from management. This will prevent the growth of representative unions. Seamen's Unions of India, Pakistan and Bangladesh are facing problem of disparity in wages between the employees on foreign ships and those serving on indigenous ships.

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**SHOURIE, ARUN.** A society that will not learn. *Indian Express*, 14 Dec. 78, p.6.

The author opines that the society has hardly learnt any lesson from the conclusive findings of the Shah Commission and there is not one section of it whose behaviour is any different from what it was before the emergency. Far from reflecting upon and discussing the results, the attitude of professional politicians has been indifferent to the reports. The conclusions of Justice Shah regarding the misconduct and lapses of individual officers have also raised fundamental questions about the ethics and values and procedures of the two services—IAS and IPS—which should have occasioned intensive debate among them, but the investigations by the correspondents of the *Indian Express* in state capitals reveal that none of their associations have even discussed the reports. Commenting on our 'rule of law', the author says that as a result of the Commission's proceedings Justice Shah has become involved in eight cases and Mrs. Gandhi in only five. He also discusses the Naxalite movement, imposition of emergency, and the dispute between peasants and landlords which led to the declaration of 'disturbed area' in Andhra Pradesh, and the way our leaders and officials are once again functioning.

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#### PUBLIC ADMINISTRATION— STUDY AND TEACHING

**RAGHAVULU, C.V.** (Andhra Univ., Visakhapatnam). Public administration as a discipline; some issues and challenges. *Administrative Change*, 5(1) July-Dec. 77, p.34-48.

The paper traces the growth of the discipline of Public Administration over the last twenty-five years and outlines the challenges facing it. The challenges are posed by: (a) advances in the behavioural sciences; (b) competition from management sciences and the gap (in terms of facilities and faculty competence) between University Departments of Public Administration on the one hand and schools of business and public administration on the other; (c) parochialism inside the discipline; and (d) chasm between the researcher and the policy-maker.

Turning to a discussion of the imperatives of curriculum reappraisal it is suggested that uniformity in course content need not be an important objective. Our efforts at curriculum building should recognise the complementarity between public administration and other social science disciplines. On the issue of nativity versus universalism in the concepts and paradigms used in teaching and research, a pluralistic approach is suggested. In building the discipline, the focus of attention should be upon improving the overall intellectual strength of the discipline and developing the analytic abilities of its clients—students, researchers and practitioners.—*Author*.

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### PUBLIC UTILITIES

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SINGH, ANDREA MENEFEE. Rural-urban migration of women among the urban poor in India : causes and consequences. *Social Action*, 28(4) Oct.-Dec.78, p.327-56.

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## SCHEDULED CASTES AND TRIBES

BOPARAI, HARINDER. India's ex-untouchables. Review International Commission of Jurists, 20 June 78, p. 37-45.

GALANTER, MARC. Who are the other backward classes? An introduction to a constitutional puzzle. *Economic and Political Weekly*, 13(43&44) 28 Oct. 78, p.1812-28.

In view of the recent upsurge of interest in Other Backward Classes, it may be timely to reflect on how this term became a category for public policy in India and what its possible meaning is.

The question of who were the Scheduled Castes was debated and roughly settled before Independence within the executive and without the participation of the courts. But who are the Backward Classes is a post-Independence question which the constitutional recognition of the category made one of all-India scope.

The Constitution left the matter with the executive at the state level with an

option for the Centre to unify it. When the executive at the Centre first failed and then declined to provide a resolution, the question reverted to the states.

In the wake of the Janata victory in the 1977 elections, the Backward Classes returned to the national political agenda. Pursuant to its electoral promise, the Janata government appeared poised to appoint a new Backward Classes Commission, but had not done so by mid-1978. The UP and Bihar governments, under Janata control, enlarged substantially the preferences for Other Backward Classes, leading to massive violence in Bihar and political intervention by the Centre.

During the hiatus of Central involvement, what the States did was increasingly subjected to the examination of courts. It has been the supreme Court rather than the Central Government which has been the unifying and limiting influence and presumably any new Central Policy will be shaped in the light of two decades of judicial predominance in this area.  
—*Reproduced.*

RAM DHAN. Safeguards for Harijans still inadequate. *Mainstream*, 17(1-6) 16th Annual No. 78, p.45-6.

SHARMA, SUDESH KUMAR. Asoka Mehra Committee and weaker sections. *Mainstream*, 17(16) 16 Dec.78, p.21-2.

TRIVEDI, H.V. (Univ., of Rajasthan, Jaipur). Employment pattern: a micro study of tribal region of Rajasthan. *Khadi Gramodyog*, 25(2) Nov. 78, p.109-18.

The economic health of any society or region depends on the quantum of its people actively engaged in any type of viable economic activity viewed from this angle. The Tribals of Southern Rajasthan

seem to during the first two decades have suffered planning. A comparative study of the employment pattern emerging out of the last two censuses brings out the fact that around 97.1 of the economically active tribal population of the region still derives its livelihood from agriculture. The state government's planned efforts of last decade have miserably failed in enabling secondary tertiary sector (s) of the region's economy to act as a pull factor. Thus the existing occupational structure of the Tribal region doesn't confirm to the thesis that at higher level of incomes per head, a re-distribution of labour force takes place in favour of the service sector.

The solution lies in affecting a change in government's conservative thinking of utilising already available infrastructural facilities of urban areas. The state should embark on a time bound programme of creating infrastructural facilities in rural areas so as to give a pull to simple industrialisation of 'footloose' nature and diversification of agricultural activities.

#### SCIENCE AND STATE

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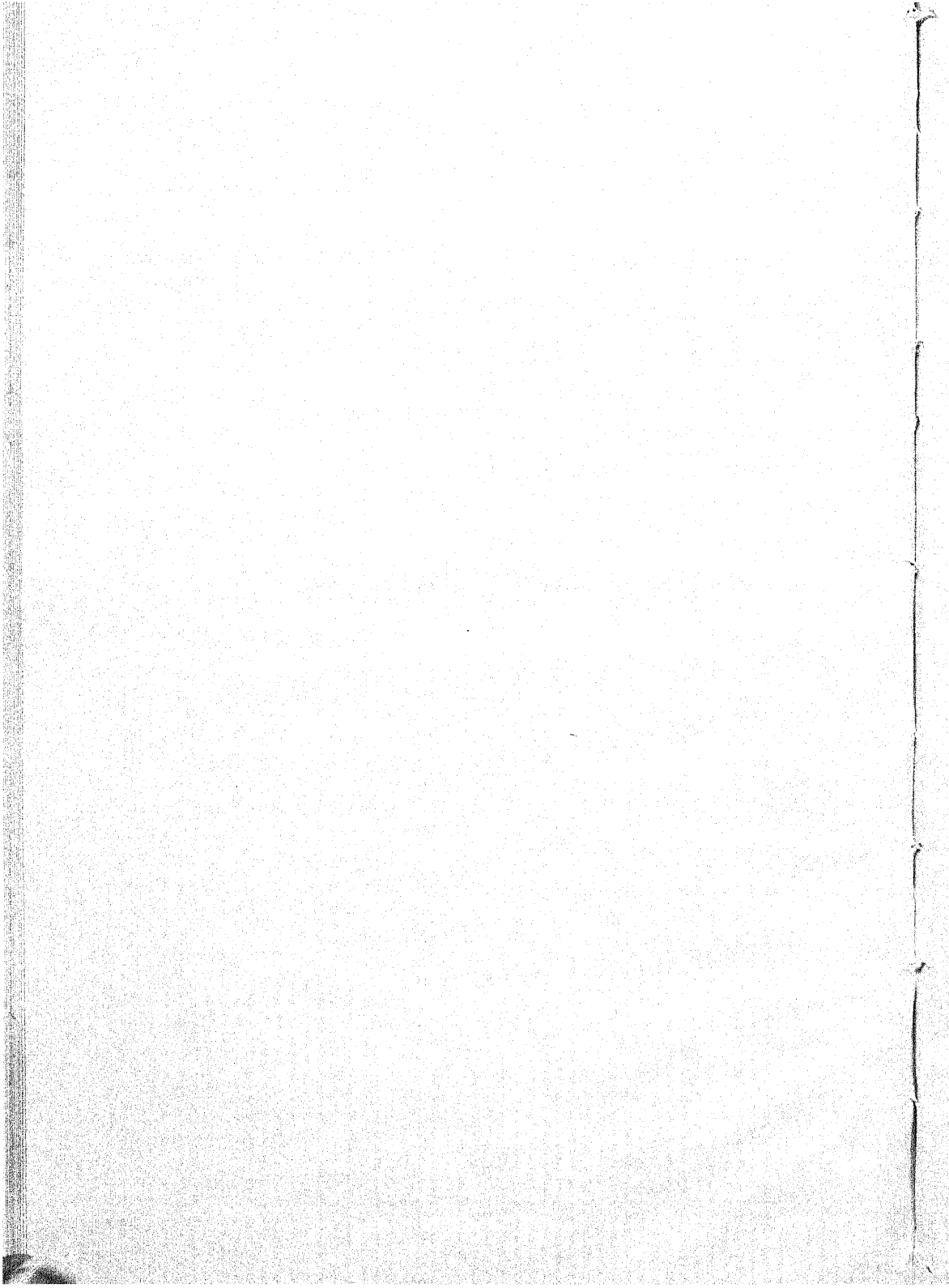
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# AUTHOR INDEX

('a' indicates the left column and 'b' the right column)

- Abraham, A.S., 296a  
Adamson, Y.K., 274a  
Adhikari, Gautam, 281a  
Agarwal, N.P., 292b  
Agarwala, P.N., 280b, 283a  
Agarwala, Virendra, 255a  
Agranoff, Robert, 308b  
Agrawal, K.G., 299a  
Ahmed, Emajuddin, 259a  
Ajami, Fouad, 261a  
Akinsanya, A., 294a  
Alterman, Racheille, 288b  
Amir, Liora, 307a  
Ammal, K. Parvathy, 294b  
Anand Rao, B., 276a  
Ananda Rao, R., 247b  
Andrews, William G., 290a  
Aneja, Rajendra K., 277a  
Anirudh Prasad, 268b  
Apte, M.D., 311b  
Archer, J.R., 268b  
Arumukham, P., 284b  
Arunachalam, K., 284b  
Arya, V.P., 278a  
Ashakant, 285b  
Ashford, Douglas E., 291b  
Ashokvardhan, C., 274b  
Attthrey, N.H., 248a  
Austin, David M., 301a  
Azad, R.N., 284b
- Baaklini, Abdo I., 289b  
Babad, Elisha Y., 307a  
Bailey, P.H., 299b  
Baker, H. Kent, 299a, 307b  
Bakshi, P.M., 302a  
Bal Krishna, C., 275a  
Balachandran, M.K., 248a  
Balachandran, P.K., 283b  
Balakrishnan, Ramalingam, 287a  
Balaramulu, Ch., 310a  
Balasubramanian, 288a
- Balasubramanian, S.R., 310b  
Balasubramanian, V., 278b, 285b  
Baldev Singh, 283b  
Baldik, P.Z., 284a  
Bandyopadhyaya, Jayantanuja, 286a  
Banerjee, Debasish, 282a  
Banerjee, Nirmala, 260b  
Banerji, D., 300b  
Baradi, A.J., 307a  
Baral, J.K., 310b  
Basu, K., 279a  
Basu, Ranjit, 290a  
Batterton, Richard A., 305a  
Baumgartner, Robert, 301b  
Beachier, Dean E., 277a  
Beck, Bernard, 304b  
Beer, Samuel H., 279b  
Behn, Robert D., 299b, 301a  
Bell, Chip R., 307a  
Bennett, James T., 259a  
Benson, Janet E., 275b  
Benton, Ted, 305a  
Berarwalla, F.L., 269b  
Berberoglu, Berch, 273b  
Berg, Per Olaf, 294b  
Berger, Michael A., 295a  
Berliner, Stan, 307b  
Bernick, E. Lee, 290a  
Berry, David, 288b  
Berry, Leonard E., 257b  
Betz, Rupert, 282b  
Bhambhri, C.P., 247b  
Bharati, Kumari, 310a  
Bhargava, P.K., 304a  
Bhargava, S.K., 270a  
Bhaskare, M.B., 278a  
Bhat, U.Narayan, 302a  
Bhatia, B.M., 273b, 278b, 295a  
Bhatia, D.P., 303a  
Bhatia, S.C. 289a  
Bhatnagar, Arun, 262b  
Bhatnagar, K.S., 289a



- Bhatnagar, Sudhá, 290a  
 Bhatt, Anil, 261b  
 Bhatt, V.R., 285a  
 Bhattacharjea, Ajit, 271a  
 Bhattachary, K.S., 299b  
 Bhattacharya, D.K., 309a  
 Bhattacharya, Mohit, 247b  
 Bhattacharya, Suresh, 257a  
 Bhaumik, D.J., 299b  
 Bhaumik, Kirit, 257a  
 Bhole, L.M., 270a  
 Bhoothalingam, S., 270b, 276b  
 Bhutani, Surendra, 275b  
 Bidur, K.C., 284a  
 Bijlani, H.U., 261a  
 Birrell, W.D., 286b  
 Biswas, S.K., 260b  
 Blandin, Nanette, 259a  
 Blaug, Mark, 309b  
 Bledsoe, Ralph C., 259a  
 Blumberg, Paul, 277b  
 Bogomolov, O.T., 286a  
 Bohnet, Michael, 282b  
 Boland, Barbara, 271a  
 Bonney, Norman, 290b  
 Bontinck, Irmgard, 282a  
 Boparai, Harinder, 303a  
 Bordia, Anil, 255a  
 Borthwick, R.L., 289b  
 Bose, Pradip Kumar, 268a  
 Boss, R. Wayne, 289a  
 Bouman, F.J.A., 303a  
 Bowonder, B., 283a  
 Braj Kishor, 281b  
 Brett, P.R., 306b  
 Brewer, Garry D., 299b  
 Broadnax, Walter D., 259a  
 Bromhead, Peter, 268b  
 Brown, Charles, 288a  
 Browning, Edgar K., 306a  
 Bruce, Maurice, 301b  
 Brym, Robert J., 276a  
 Bucalo, Jack, 286b  
 Bulpitt, Jim, 282b  
 Bunker, Kerry A., 307b  
 Buntz, C. Gregory, 301a  
 Busuttil, Salvino, 308b  
 Butler, David, 290a  
 Butt, Helen, 255a  
 Buzzotta, V.R., 295b  
 Byrd, Jack, 302a  
 Carey, George W., 304a  
 Chaatropati, U.M., 273b  
 Chadha, G.K., 255b, 257a  
 Chakravarty, Nitish, 306b  
 Chakroborty, Satyesh Ch., 279b  
 Chandra, N.K., 284a  
 Chatterjee, S., 302b, 309b  
 Chattopadhyaya, Boudhyan, 279b  
 Chaudhary, P.N., 299a  
 Chaudhuri, Amiya K., 287b  
 Chawla, K.L., 292a  
 Chellappan, V.R., 307a  
 Cherns, Albert, 292b  
 Chhabra, Rami, 258b  
 Chhabra, T.N., 308b  
 Chideckel, Mark R., 310b  
 Chitnis, E.V., 307a  
 Chitnis, L.S., 261b  
 Chitta Rajnan, C.N., 289a, 292b  
 Chopra, S.P., 292a  
 Chowdary, T.H., 307a  
 Chowla, N.I., 302a  
 Chowla, N.L., 302a  
 Chudson, Walter A., 285b  
 Clarke, Harold D., 290a  
 Coats, Warren L., Jr., 271a  
 Cogan, D.J., 301a  
 Cohen, Stephen L., 307b  
 Collins, Neil, 291b  
 Conger, Bruce C., 259a  
 Cooper, Richard M., 285b  
 Cordova, Efren, 265a  
 Cornelisse, Peter A., 276b  
 Coser, Lewis, 311b  
 Coeta, Benedict, 278a  
 Coyaji, Banoo, J., 258b  
 Cross, Gary P., 265a  
 Culbert, Samuel A., 294b  
 Cummings, L.L., 295b  
 Cunningham, Grover, 308b  
 Cyert, Richard M., 299b  
 Czerwinski, Zbigniew, 299a  
 Dahl, Robert A., 271b, 311b  
 Dalip Singh, 275b  
 Dantwala, M.L., 257a, 258a  
 Danziger, James N., 293b  
 Danziger, Scheldon, 298a  
 Das, Amritanada, 247b  
 Das, Purnendu Shekhar, 278b  
 Das, V. Mukunda, 273a

Das Gupta, Amalendu, 304a  
 Dasgupta, Sailen, 288b  
 Dastur, Dinshaw J., 260a  
 Datar, B.N., 288a  
 Davis, Donald Lawrence, 285a

Davis, E.E., 304b  
 Dawson, A., 265b  
 Dayal, Vishveshwar, 281b  
 De, Nitish R., 308b  
 De Beer, Anne M., 259a  
 Deenammal, O., 255a  
 De Hanas, Thomas W., 259a  
 Delacroiz, Jacques, 273b  
 Deleon, Peter, 301a  
 De Mesquita, Bruce Bueno, 283b  
 Denhardt, Robert B., 294b  
 Denitch, Bodgan, 311b  
 Desai, Ashok V., 257a  
 Desai, Hasmukh, 258b  
 Deshpande, V.N., 267a  
 Deva Raj, 261a  
 Devendra Kumar, 284b  
 Dey, Banomali, 256a  
 Dholakia, Jitendra, 273b  
 Dholakia, Ravindra H., 287b  
 Dickinson, James M., 278a  
 DiMaggio, Paul, 257b  
 Dinesh, C., 308a  
 Dogra, Bharat, 309a  
 Donahue, Arnold E., 259a  
 Donnison, David, 304b  
 Driessnack, Hans H., 259a  
 D'Souza, J.B., 310a  
 D'Souza, Stan, 298a  
 Doubleday, Jay, 309a  
 Drazen, Allan, 271b  
 Dua, M.R., 302a  
 Dube, Mukul, 292a  
 Dudeja, V.D., 295a  
 Dufour, Christain, 294a  
 Dutt, D.K., 277a  
 Dwivedi, S.K., 291a  
 Dye, Thomas R., 310a

Ein-Dor, Phillip, 285a  
 Eliassen, Kjell, 291a  
 Else, John F., 305a  
 Encel, S., 299a  
 Engwall, Lars, 298b

Falk, Richard, 257b

Falvey, Jack, 307b  
 Fauntleroy, Lefford B. Jr., 259a  
 Fauri, David P., 309a  
 Feeney, B.P., 309a  
 Feller, Irwin, 306b  
 Fernandes, B.G., 261a  
 Fine-Davis, Margret, 304b  
 Fiorina, Morris P., 259a, 289b  
 Floden, Robert E., 301a  
 Foley, Duncan K., 278a  
 Forth, Rod, 289b  
 Foster, John L., 305b  
 Francis, Richard, 261a  
 Frank, Charles R., Jr., 282b  
 Franklin, Mark N., 310b  
 Fraser, J.M., 255a  
 Frears, J.R., 275b  
 Fremgen, James M., 258b  
 Frey, Bruno S., 300b  
 Friedman, Nathalie, 254a

Gabis, Stanley T., 294b  
 Gabora, H., 307b  
 Gabriel, Yiannis, 265a  
 Gaffney, Seamus, 262b  
 Gairola, Lata, 258a  
 Galanter, Marc, 303a  
 Gallagher, Michael C., 295b  
 Gallagher, Michael C., 295b  
 Galnoor, Itzhak, 311a  
 Ganesan, Vedagiri, 287a  
 Garg, Sushil K., 309a  
 Gates, Bruce L., 309a  
 Gavin, James F., 294b  
 Gawthrop, Louis C., 309a  
 Geary, R.C., 301b  
 Gehlot, M.S., 281b  
 George, C.M., 288b  
 George, K.K., 279a  
 George, Rosily, 284b  
 Ghose, A.M., 255b  
 Ghosh, Alak, 281a  
 Ghosh, B.K., 306b  
 Ghosh, P.K., 273a  
 Ghosh, S.C., 258a  
 Ghouse, Mohammad, 302b  
 Gill, L.S., 256a  
 Ginzberg, Michael J., 285a  
 Giri, V.V., 269a  
 Gist, John R., 278a  
 Glassberg, Andrew, 299b

- Goldfarb, Jeffrey C., 261b  
 Goodman, Roger J., 295b  
 Goodrich, Peter Spang, 275b  
 Gopalkrishnan, C.V., 285b  
 Gorman, Ronald H., 299a, 307b  
 Goswami, Dinesh Chander, 269a  
 Gour, M.K., 263b  
 Govil, Rishi Kumar, 273b  
 Grabosky, Peter N., 264a  
 Grant, N.B., 262b  
 Graves, Daniel R., 275b  
 Green, K.D., 299b  
 Green, Philip, 311b  
 Gubbannavar, S. Y., 268b  
 Guha, Budha Dev, 306a  
 Guha, Sabita, 274b  
 Guion, Robert M., 247a  
 Gulati, I.S., 279a  
 Gulati, S.C., 273b  
 Gullett, C. Ray, 257b  
 Gupta, C.B., 292a  
 Gupta, D.P., 256a  
 Gupta, R.K., 256a  
 Gupta, S.K., 284a  
 Gupta, Surendra K., 283b  
 Gurusamy, M.P., 265b  
 Guthrie, Roger, 297b  
 Guyot, James F., 307b  
  
 Halder, D.K., 292a  
 Haldipur, Krishna, 247b  
 Hall, P., 300a  
 Hamilton, Richard, 276a  
 Hamilton, Richard F., 287a  
 Haq, Ehtsanul, 298a  
 Haragopal, G., 310a  
 Harloe, Michael, 282a  
 Harrington, Michael, 311b  
 Hartman, Barbara L., 304b  
 Hayes, Michael T., 298b  
 Hazarika, Niru, 247b  
 Headley, Richard A., 307b  
 Hedy, Ferrel, 299b  
 Heberlein, Thomas, A., 301b  
 Heble, Madhukar S., 263a  
 Hehir, J. Bryan, 298a  
 Heibroner, Robert L., 311b  
 Henderson, Dale W., 280b  
 Herem, Maynard, A., 307b  
 Hermes, Peter, 286a  
 Higorani, Ashok, 286b  
  
 Hill, Kim Quaille, 297a  
 Hill, Morris, 288b  
 Hirawat, Saroj, 281b  
 Hirszowicz, Maria, 285a  
 Hoglund, Elisabet, 299a  
 Holtermann, Sally, 309b  
 Hood, Christopher, 309b  
 Hooja, B., 247b, 256a  
 Hooja, G.B.K., 263a, 310a  
 Hooja, Rakesh, 248a  
 Hopkins, Jack, 307b  
 Horn, C.A., 292a  
 Horton, Woody W., Jr., 285a  
 Hosangadi, M.R., 278a  
 Howard, Lawrence C., 263b  
 Howe, Elizabeth, 290a  
 Hultman, Kenneth, 308b  
 Hunt, J.G., 289a  
 Hurley, Thomas L., 310a  
 Hy. Ronald J., 271b  
  
 Inamdar, N.R., 248a  
 Ishwar Dayal, 292a  
 Isserman, Andrew M., 304a  
 Itteilag, Tony, 259a  
 Iyer, T.G.L., 297a  
  
 Jagannadham, V., 247b  
 Jagannathan, N.S., 280b  
 Jaggi, B.L., 289a  
 Jagjivan Ram, 311b  
 Jain, A.K., 260b  
 Jain, B.K.S., 265b  
 Jain, D.C., 269a  
 Jain, P.C., 269a  
 Jain, R.P.L., 284a  
 Jambunathan, S., 248a  
 Jayaraman, T.K., 286b  
 Jayaraman, V.P., 282b  
 Jecchinis, Chris A., 273a  
 Jena, B.B., 910b  
 Jha, Gangadhar, 260b  
 Jha, Jatadhar, 301b  
 Jha, L.K., 261b  
 Jha, Shiva Chandra, 276b  
 John, P. Joseph, 259b  
 Johnson, Jerry B., 294b  
 Johnson, L. Patricia, 305a  
 Johnson, Manuel H., 259a  
 Johnson, Michael L., 293a  
 Johnson, Nevil, 299b

- Johri, C.K., 298a  
 Jones, Dawn E., 275a  
 Jones, Rodney W., 275a  
 Jordan, A.G., 273a  
 Jordan, Grant, 260a  
 Joseph, S.C., 265b  
 Joshi, A.S., 256a  
 Joshi, Navin Chandra, 292a  
 Joshi, P.C., 288b  
 Joshi, S.R., 307a  
 Joshi, Uma, 255a  
 Joswick, David C., 277a  
 Jupp, James, 305a
- Kabra, Kamal Nayan, 247b, 273b, 276b  
 Kahn, Alfred J., 301a  
 Kamata Prasad, 256a  
 Kambuj, Deepak M., 282a  
 Kamdar, Jayant K., 280b  
 Kamerman, Sheila B., 301a  
 Kapasi, Mahesh, 277b  
 Kapoor, R.M., 260b  
 Karnik, Kiran, 307a  
 Karnik, V.B., 296a  
 Kathi, M.S., 275a  
 Katsiaouni, Olympios, 274b  
 Katyal, K.K. 291a  
 Katz, Harriet, 287b  
 Katz, Ralph, 287a  
 Kaul, S.N., 307a  
 Kaushik, R.S., 279a  
 Kavoori, J.C., 258b  
 Keating, Michael J., 290b  
 Keeley, Michael, 294b  
 Kelly, Aidan, 295b  
 Kenny, John B., 296b  
 Kernell, Samuel, 298b  
 Khan, M.E., 293a  
 Khan, M.Z., 299a  
 Khan, Mohammad Mohabhat, 259b  
 Khanna, K.K., 270b  
 Khatkhate, Deena R., 271a  
 Khatu, K.K., 310a  
 Khera, S.S., 299a  
 Khilnani, N.M., 260a  
 Khosla, G.S., 302a  
 Khosla, R.L., 279a  
 Khosla, Romi, 282b  
 Khurana, Rakesh, 284b  
 Kimber, R.H., 273a
- King, Donald C., 255a  
 Klieman, A.S., 276a  
 Klinger, Donald E., 296b  
 Knight, David J., 308a  
 Kniveton, Bromley, 294a  
 Kohli, P.K., 285b, 306b  
 Kolson, Kenneth, 297b  
 Koshy, V.C., 265b  
 Kothari, Amitav, 269b  
 Kothari, D.M., 269b  
 Kothari, V.N., 275a  
 Kraemer, Kenneth L., 268a  
 Krishan Gopal, 298a  
 Krishna Iyer, V.R., 261b  
 Krishnamurty, J., 274b  
 Kritzer, Herbert M., 287a  
 Kuczynski, Waldemar, 281a  
 Kuffel, Tom, 292b  
 Kuklinski, James H., 310b  
 Kulkarni, K.M., 260b, 273b  
 Kumar, M., 284b  
 Kumbhat, Ashok, 306a  
 Kurien, K. Mathew, 267a  
 Kurien, C.T., 274b  
 Kusumakar, H., 302a
- Lakdawala, D.T., 279a  
 Lakshminarayana, K., 276b  
 Lal, V.D., 270b  
 Lalwani, B.H., 302a  
 Laud, G.M., 283a  
 Lave, Charles A., 309a  
 Lavoie, Dina, 294b  
 Laxmi Narain, 281a, 289b  
 Leach, John, 307b  
 Leatherman, Dick, 307b  
 Lefton, R.E., 295b  
 Leslie, S.C., 286a  
 Letzkus, William C., 258b  
 Levin, Martin A., 302b  
 Levine, Charles H., 299b  
 Lipshitz, Rannan, 269a  
 Little, I.M.D., 280a  
 Littler, Craig R., 283b  
 Lobo Prabhu, Louella, 261b  
 Loewenstein, Louis K., 261a  
 Lowe, Rodney, 301a  
 Lukose, Alex P., 247a  
 Lundgren, David C., 308a  
 Lundgren, K.H., 281a  
 Lynn, Laurence E., Jr., 305a

- Mackintosh, John P., 305a  
 Maddick, Henry, 247b  
 Madeuf, Bernadette, 286a  
 Madhuri, S., 294a  
 Madiman, Mohan, 308a  
 Maher, Edward W., 305a  
 Maiti, R.C., 302b  
 Majors, Karen L., 304a  
 Majumdar, Sara Lahiri, 266a  
 Makhijani, Arjun, 283a  
 Malhotra, D.D., 248a  
 Mane, Pratap V., 256a  
 Mann, Susan A., 278a  
 Manor, James, 275b  
 Margolis, Fredric H., 307a  
 Markham, Emerson, 259a  
 Marris, Robin, 285a  
 Marz, Roger H., 254b  
 Masana, 278a  
 Masavi, M.I., 309b  
 Matarese, Philip, 295a  
 Mathew, K.M., 298b  
 Mathews, Walter M., 217b  
 Mathur, B.L., 305b  
 Mathur, P.C., 247b  
 Mathur, V.B.L., 293b  
 May, John D., 272a  
 Mayall, James, 272a  
 Maynard, Charles, 301b  
 McCloskey, Kenneth R., 293a  
 McConaghy, Des, 260b  
 McCormick, Robert E., 291a  
 McDowell, George R., 266a  
 McIntosh, Terry L., 291b  
 McLean, Iain, 297b  
 McPhail, S. Morton, 294b  
 Medoff, James, 288a  
 Mehta Balraj, 278b  
 Mehta, Harish, 291b  
 Mehta, Prayag, 255a  
 Mehta, Shalina, 293a  
 Mellos, Koula, 260a  
 Meltzer, Allan H., 299b  
 Menzel, Donald C., 306b  
 Metcalf, A.E., 309a  
 Michalet, Charles-Albert, 286a  
 Michaud, Robert E., 308a  
 Miller, Arthur H., 301a  
 Miller, Arthur S., 287b  
 Miller, Richard E., 259a  
 Mills, Herbert T., 259a  
 Minocha, V.S., 285b  
 Mishler, William, 290b  
 Mishra, D.N., 302a  
 Mishra, S.N., 268b, 297a  
 Misra, Shashi, 261b  
 Mistry, P.P., 286a  
 Mitnick, Berry M., 292b  
 Mitra, P.P., 257a  
 Mladenka, Kenneth R., 297a  
 Modelski, George, 286b  
 Mojumdar, Modhumita, 284b  
 Monga, M.L., 258b, 287b  
 Mookerjee, Sabyasachi, 298b  
 Moore, Michael L., 295b  
 Moravec, Milan, 308a  
 Moxon-Browne, Edward, 297b  
 Mughan, Anthony, 290b, 310b  
 Mukerji, S., 258a  
 Mukherjee, A.R., 255a  
 Mukherjee, Amiya Kumar, 276a  
 Mukerjee, D.P., 288a  
 Mukherjee, Dhurjati, 274b  
 Mukherjee, P.N., 288a  
 Mukhopadhyay, Asim, 273a  
 Mukhopadhyay, Bibhas K., 266a  
 Mumtaz, Kamil Khan, 282a  
 Mummy, Gene E., 295a  
 Munjal, H. R., 304b  
 Munkner, Hans-H., 269a  
 Murray, Stuart, 292b  
 Murty, S.S., 257a  
 Mustafa, Ashoke, 310a  
 Mutakur, L.K., 280a  
 Muttagi, P.K., 301b  
 Muttalib, M.A., 247b  
 Nachmias, David, 259b  
 Nadkarni, M.V., 273a  
 Nagaiya, D., 284b  
 Nair, K.R.G., 310b  
 Nair, P.B., 303a  
 Nakkiran, S., 266a  
 Nalbandian, John, 296b  
 Namboodiripad, E.M.S., 283b  
 Nandi, K.C., 292b  
 Narayan, Jayaprakash, 254b  
 Narayana, D.L., 276b  
 Narayana, P.L., 283a  
 Narayana Rao, V.S., 272a  
 Narielvala, Pesi M., 306a  
 Natesan, T.R., 305b

Nayar, D.P., 255a, 275a  
 Nayyar, Deepak, 284a  
 Ndongko, Wilfred A., 297a  
 Newland, Chester A., 259a  
 Nigam, R.S., 270b, 306a  
 Nigam, Raj K., 281a  
 Nisar Ali, 288b  
 Nivola, Pietro S., 282b  
 Noll, Roger G., 259a  
 Norris, G.M., 309b  
 Norris, Malcolm, 291b  
 Nyberg, Lars, 274b

Odiorne, George S., 292b  
 O'Duill, Greagoir, 257b  
 Ojha, T. P., 279b  
 Olaloku, F. Akin, 273a  
 Ollawa, Patrick E., 297b  
 Olson, David M., 290b  
 Omo-Fadaka, Jimoh, 274a  
 Opello, Walter C., Jr., 291a  
 Orimalade, Adeyinka, 276b  
 Ormerod, P.A., 309b  
 Osborn, R.N., 289a  
 Ostrom, Vincent, 299b  
 Osubor, P.C., 282a  
 Ouchi, William G., 294b  
 Oyewole, A., 291b  
 Oza, Nikhil M., 279b

Pachavri, P.S., 276a  
 Pachter, Henry, 311b  
 Padhye, A.G., 270a  
 Padhye, Yashwant, 274a  
 Padmanabhan, L.K., 302a  
 Page, William J., Jr., 305a  
 Pai, M.R., 285b  
 Pai Panandikar, D.H., 305b  
 Pai, Panandikar, V.A., 258b, 271a, 278b  
 Pande, B.P., 289b  
 Pandey, G., 272a  
 Pandey, S.M., 298a  
 Pandey, T.N., 269b  
 Pandit, M.L., 284a  
 Panditrao, Y.A., 284a  
 Panikar, P.G. K., 278a  
 Pant, M.M., 280a  
 Pant, Niranjana, 293b  
 Paranjape, H.G., 289b  
 Paranjape, N.V., 261b  
 Pareek, Udai, 295a, 308a

Parikh, Ramlal, 258b  
 Parthasarathy, R., 310a  
 Pasmore, William A., 255a  
 Patel, A.R., 284b  
 Patel, Himmat, 305a  
 Patel, Surendra J., 277a  
 Patil, B.C., 306b  
 Patil, V.T., 260a, 306b  
 Patil, Vasant Dada, 305b  
 Patti, Rino J., 301b  
 Pavaskar, C.V., 288a  
 Peacock, Alan, 306b  
 Pearson, William M., 272a  
 Pedersen, Mogens N., 291a  
 Peirce, Neal R., 301a  
 Peres, Leon, 306b  
 Perry, James L., 268a  
 Pfeffer, Jeffrey, 287a  
 Philip, J., 308a  
 Phillips, Jack J., 309a  
 Pillai, Volayudhan, 287b  
 Pillay, K.R., 298a  
 Pinard, Maurice, 276a  
 Pinto, Brian, 271b  
 Plant, Thomas, 288b  
 Plott, Charles R., 289b  
 Pommerehne, Werner W., 278a  
 Pomper, Gerald M., 297b  
 Poquet, Guy, 286a  
 Porras, Jerry I., 294b  
 Pramod Kumar, 258a  
 Prasad, C.S., 266b  
 Prasad, D.M., 297b  
 Prasad, Pradhan H., 283a  
 Prasada Rao, P.S., 299a  
 Price, David E., 280b  
 Pulzer, Peter, 280b  
 Puranik, S.N., 267b  
 Purbey, Ghanshyam, 279a  
 Puri, Balraj, 293a  
 Purohit, M.C., 306a  
 Pylee, M.V., 269a

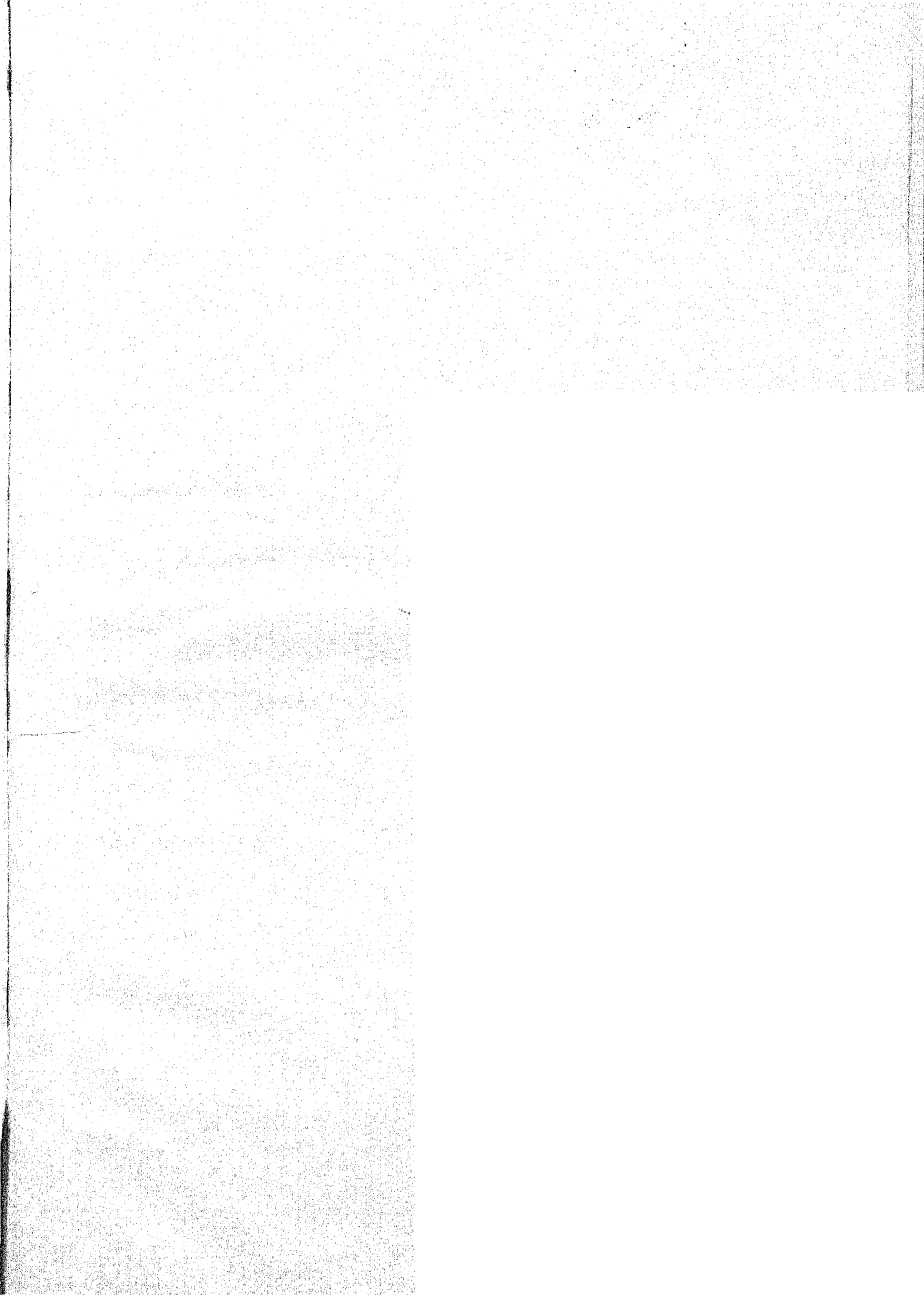
Quem, Aathur F., 305a  
 Quetsch, John R., 259a  
 Quinn, Robert E., 255a

Radhakrishna, R., 276b  
 Radin, Beryl A., 309a  
 Raghavan, C., 285b  
 Raghavan, G.N.S., 284b

- Raghavulu, C.V., 247b, 256b, 300b  
 Raghbir Singh, 287a  
 Raghu, S.G., 285a  
 Ragin, Charles, 273b  
 Rahman, Mahfoozur, 269b  
 Rahman, S., 298a  
 Rai, Haridwar, 263b  
 Raj, K.N., 274a  
 Raja, Thiaga, 306b  
 Rajadhyaksha, V. G., 281b, 283a  
 Raju, Yerram, 284b  
 Ram Dhan, 303b  
 Ram Prakash, 296b  
 Ramanujam, R., 279b  
 Rangachari, K., 247a, 270a, 281a, 306a  
 Rangarajan, S., 281b  
 Rangnekar, S.S., 278a  
 Ranigopal, K., 258b  
 Rao, B. Sarveswara, 267a  
 Rao, G.N., 256b  
 Rao, P.K., 311a  
 Rao, T.R., 274b  
 Raphael, R., 268b  
 Rath, Shardada, 301b  
 Ray, Anil Baran, 298b  
 Ray, Baren, 260a, 278b  
 Ray, G.L., 255b  
 Ray, S.K., 271b, 280a  
 Ray, Shyamal Kumar, 264a  
 Rayside, David M., 279b  
 Reddy, N. Subba, 267a  
 Reddy, Y.R. K., 265a  
 Regan, D.E., 288b  
 Rele, Subhash J., 266b  
 Reubens, Edwin P., 282b  
 Richard, Scott E., 299b  
 Richardson, J.J., 273a  
 Richardson, Oscar, 257b  
 Richter, Lothar, 292b  
 Ridgle, Gus T., 275a  
 Rogers, Theresa F., 254a  
 Rogers, Tommy W., 271a  
 Rogerson, Paul, 302b  
 Rondinelli, Dennis, A., 293a  
 Ronen, Simcha, 287a  
 Roos, Leslie L., Jr., 287a  
 Rosen, Bernard, 264a  
 Rosenbaum, Bernice, 305a  
 Rosenbloom, David H., 259b, 264a  
 Rosenthal, Alan, 289b  
 Runcie, Neil, 297a  
 Rustamji, K.F., 261b, 297a  
 Sabapathy, N., 305b  
 Sachdeva, R.K., 301b  
 Sachitanand, N.N., 292a  
 Sagittarius, 285b  
 Saha, P.K., 311a  
 Shaya, S., 271a, 290a  
 Sahni, Ashok K., 277a  
 Sain, Inder, 256a  
 Saksena, N.S., 289a  
 Salancik, Gerald, 287a  
 Salant, Stephen W., 280b  
 Salau, Ademola Tokunboh, 288b  
 Samaddar, Sivaprasad, 309a  
 Samanta, R.K., 255b  
 Sampath, B.N., 306a  
 Sampath, R.K., 256a  
 Sandhu, N.S., 287a  
 Sanjeevi, C., 276a  
 Santosh Nath, 278a, 288a  
 Sanyal, Prasanta, 292b  
 Sanyal, Sanjib Kumar, 247a  
 Saran, P., 287b  
 Saraogi, A.R., 278a  
 Sarbadhikari, P., 273a  
 Sareen, Rajendra, 295a  
 Sarkar, Lotika, 298b  
 Sarkar, R.C.S., 268b  
 Sarkar, Subhash, Chandra, 289a  
 Sarma, Atul, 276b  
 Sarma, J.V.M., 282b  
 Sarma, M.T.R., 292b  
 Sastry, K.K., 266b  
 Satapathy, F.C., 310b  
 Sathe, S.P., 254b  
 Satyanarayana Rao, B., 270b  
 Sau, Ranjit, 266b  
 Savage, Robert L., 305b  
 Scamell, Richard W., 285a  
 Schien, Virginia E., 311b  
 Schloss, Henry H., 281a  
 Schneider, Benjamin, 247a  
 Schofield, John A., 293b  
 Schoultz, Lars, 297b  
 Schuler, R.S., 289a  
 Schwab, Donald P., 295b  
 Searing, Donald D., 290b  
 Seetha, P., 311a  
 Segev, Eli, 285a  
 Semenov, A., 283b

- Sen, Mankumar, 255b  
 Sen, Sunil, 304b  
 Sengupta, Subhabarata Kalyani, 260b  
 Sen-Verma, S.P., 272a, 273a  
 Seshadri, K., 247b  
 Sethi, Harsh, 266b  
 Sethi, Narendra, K., 285a, 285b, 295a  
 Sevmour-Ure, Colin, 298b  
 Shafi, Sayed S., 261a  
 Shah, C.H., 278b  
 Shah, Manubhai M., 258b  
 Shah, S.G., 308b  
 Shah, V.K., 282a  
 Shamsuddin, 255a  
 Shangari, K.K., 256a  
 Sharan, P., 276a  
 Sharma, B.P., 258a  
 Sharma, B.S., 270b  
 Sharma, K.N., 258b  
 Sharma, L.K., 291b  
 Sharma, M.S., 290b  
 Sharma, P.S., 267b  
 Sharma, R.N., 248a  
 Sharma, S.K., 248a  
 Sharma, Sudesh Kumar, 303b, 310a  
 Shell, Donald, 268b  
 Shergill, Herjinder, 303a  
 Sherwood, John J., 269a  
 Shetty, S.L., 258a  
 Shetty, Y.K., 277b  
 Shiviah, 247b, 302b  
 Shome, Parthasarathi, 270b  
 Shourie, Arun, 300a  
 Shri Prakash, 274a  
 Shrivastava, Om Pric, 293a  
 Shubert, R.J., 277a  
 Shubik, Martin, 275b  
 Siddique, Mohammad Imran, 269b  
 Simhadri, Y.C., 309b  
 Simhan, T.E., Baghava, 276b  
 Singelmann, Joachim, 276b  
 Singh, A.J., 256a  
 Singh, Andrea Menefee, 302b  
 Singh, Bishwanath, 271a, 311b  
 Singh, D.R., 270a  
 Singh, H.N., 309b  
 Singh, Mohinder, 248a  
 Singh, Nagendra P., 277a  
 Singh, P.N., 267a, 292a  
 Singh, Sakendra Pd., 263b, 280a  
 Singh, Uma Shankar, 283a, 297b  
 Singla, P.P., 294a  
 Sinha, A.K., 257a  
 Sinha, S.L.N., 258a  
 Sinha, Ramashraya, 264a  
 Sinha, Subrata, 279b  
 Sivaramakrishnan, K.C., 260b  
 Sivaraman, B., 284b  
 Sivasipany, A., 267a  
 Siwach, J.R., 291a  
 Slade, Milton H., 285a  
 Smith, A.D., 294a  
 Smith, V. Kerry, 274a  
 Somvichian, Kamol, 305b  
 Springer, Merle, E., 305a  
 Spitz, David, 272a  
 Srlnivasan, S., 280a  
 Srivastava, A.K., 277b  
 Srivastava, B.N., 308b  
 Srivastava, Bhartendu N., 308a  
 Srivastava, G.P., 264b  
 Srivastava, I.L., 256a  
 Srivastava, U.K., 279b  
 Srivastava, V.N., 298b  
 Starks, Michael, 290a  
 Stahl, Ingemar, 281b  
 Stephen, S., 301a  
 Stojanovic, Radoslav, 286a  
 Studlar, Donley T., 310b  
 Subbarayudu, C., 293a  
 Subramaniam, V., 247b  
 Subramaniam, V.S.R., 293a  
 Subramanian, V., 261b  
 Sud, Surinder, 279b  
 Sudhamani, S.R., 307a  
 Sully, Melanie A., 297b  
 Sundaram, K., 274b  
 Sundaram, S., 308a  
 Sury, M.M., 270b, 306a  
 Suryanayan, R., 269b  
 Susan Ram, 260a  
 Swamy, M.C.K., 261a  
 Taimni, K.K., 284b  
 Takanaka, Akira, 269a  
 Talukdar, Neepesh C., 294a  
 Tambay-Vaidya, Malati, 307a  
 Tandon, Rajesh, 305a  
 Tandon, Shrawan, 297a  
 Taylor, Laurence, 308a  
 Taylor, Robert L., 295b  
 Terchek, Ronald J., 310b





Thacker, Jashwant K., 270a  
 Thakur, C.P., 294a  
 Thakur, Shrinivas Y., 267a, 274a  
 Thathachary, V.G.K., 270a, 295a  
 Thavaraj, M.J.K., 247b  
 Thayer, Frederick C., 265a  
 Thayer, Ralph E., 291b  
 Thomes, John Clayton, 293b  
 Thompson, Frank J., 296b  
 Thomson, Brian A., 282a  
 Thorburn, H.G., 272a  
 Tilak, Jandhyala B.G., 298a  
 Tiles, Jerome A., 259a  
 Timmler, Markus, 286a  
 Tinbergen, Jan., 286a  
 Tollison, Robert D., 291a  
 Topham, Neville, 281b  
 Totten, George Oakley, III, 293b  
 Trachtenberg, Mare, 286b  
 Triffin, Robert, 286a  
 Trivedi, H.V., 303b  
 Tulpule, Bagaram, 288a  
 Turner, R.K., 311a

Ujagar Singh, 275a  
 Umopathy, N., 248a  
 Uniyal, Lalit, 274a  
 Unnithan, N. Prabha, 299a  
 Upadhayaya, K.K., 273b  
 Useem, Michael, 257b

Vaidyanathan, P.H., 286b  
 Vakil, C.N., 270a  
 Vanaik, A., 257b, 283b  
 Varchaver, Andre, 308a  
 Varma, Anil, 261a  
 Varma, C.R., 306b  
 Varma, Kewal, 279a  
 Varshney, R.G., 277a  
 Vasil, R.K., 305b  
 Vauzelles, Barbier, 282a  
 Vauzelles-Barbier, Dorothy, 261a  
 Vayrynen, Raimo, 286a  
 Veena Singh, 310a, 311b  
 Velayudham, T.K., 258a  
 Venkata Rao, V., 247b  
 Venkataswamy, T.S., 298a  
 Venu, S., 285b, 306b, 309a  
 Venugopal Rao, S., 297a  
 Vepa, Ram K., 247b, 284b  
 Vergopoulos, Kostas, 278a

Verma, G.L., 267a  
 Verma, O.S., 280b  
 Verma, R.B.S., 265b  
 Verma, S.K., 270b  
 Verma, S.L., 265a  
 Vernon, Raymond, 285b  
 Vickers, Geoffrey, 304b  
 Vincent, K.J., 272a  
 Viotti, Staffan, 274b  
 Virdi, M.S., 285b, 306b  
 Vishwanath, K., 307a  
 Viswanathaiah, K.V., 290b  
 Vohra, B.B., 261a  
 Vohra, Bikram, 277b  
 Von Pischke, J.D., 255b  
 Votaw, Dow, 277a

Wakely, Patrick I., 261a  
 Walzer, Michael, 311b  
 Wanous, John P., 286b  
 Webb, Richard, 282b  
 Weinmann, Benjamin, 258a  
 Weissberg, Robert, 291a  
 Wells, Louis T. Jr., 285b  
 Whitley, Paul, 305a  
 Wickey, Jane M., 304b  
 Wight, Martin, 265a  
 Wilks, D.W., 271b  
 Williams, Gavin, 260a  
 Wilson, James O., 271a  
 Wiseman, C., 301a  
 Wright, Gerald G. Jr., 310b  
 Wright, James, D., 287a  
 Wulf, Rainer, 267a

Yadav, J.N. Singh, 290a  
 Yahuda, Michael B., 260b  
 Yash Pal, 307a  
 Yasuhiko, Yuize, 256a  
 Yellin, Joel, 310a  
 Yerbury, Dianne, 288b  
 Yessian, Mark R., 308b  
 Yinger, John, 298a  
 Yoshihara, Kunio, 286a

Zaidi, S.T.H., 291b  
 Zald, Mayer N., 295a  
 Zaslavsky, Victor, 276a  
 Zawacki, Robert A., 295b  
 Zimmerman, Joseph F., 300a  
 Zysman, John, 280b